



assessment
associates
international

Work Behavior Inventory

WBI-S

Selection Report

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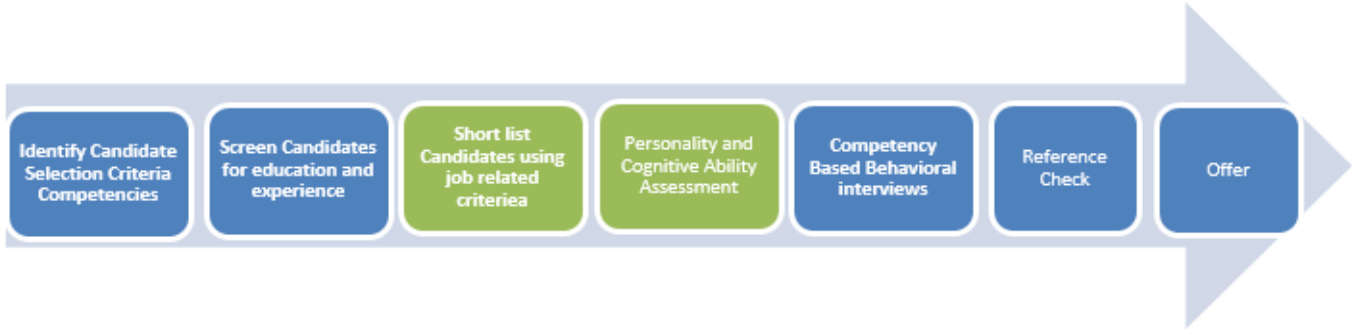
2016-05-09



Introduction & Interpretation

Selecting Talent! How this report Assesses Candidates: Personality to Competencies.

Best practices in selection follows a “multiple hurdles” approach where at each stage candidates are assessed using standard processes and tools. A multiple hurdles mode, as outlined in **Selecting Talent!**, results in higher levels of selection accuracy, reduced turnover, and better returns on on-boarding and training costs. This WBI Selection Report may be used to confirm candidate information or to prepare for a candidate interview.



This report provides competency-based behavioral questions for each WBI personality scale to guide interviewers in probing job-relevant behaviors. This helps to eliminate misalignment of candidate expectations and organizational expectations, assures more accurate selection, and enhances the on-boarding process.

Interpretation and Accuracy of this Report:

Expansive - Has tended to be expansive and excessively confident, not admitting to limitations.	38. Self-Perception 68	Humble - Has tended to be humble and readily admitted to personal limitations or uncertainty.
Virtuous - Presented a virtuous description and claimed more social virtues than the typical person.	39. Self-Presentation 52	Modest - Presented a modest description and claimed fewer social virtues than the typical person.
Consistent - If score is below 90, tended to show consistency in responses.	40. Response Inconsistency 50	Inconsistent - If score is over 90, the responses were inconsistent and possibly random.

18. Response Percentage Breakdown

Percent of responses for each question alternative:

Strongly Disagree 11 %	Disagree 35 %	Neutral 7 %	Agree 36 %	Strongly Agree 10 %
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The above Response Fidelity Scales provide information on the candidate's likelihood of providing an accurate and consistent description on him/her self. If the candidate over- or under-described their behavioral characteristics, these scales will show the probability and degree of distortion.

If the scores on these three scales are in the **white zone**, then this report is likely to be accurate and interpretable. If the scores on the above scales are in the **red zone**, this report is likely to be inaccurate. However, the report can still be interpreted. The rank order of the scales are likely to be accurate, but the percentile standing in comparison to the Norm Group is probably incorrect.

If the Response Inconsistency score is in the red zone, the respondent was likely to be inattentive or didn't understand the instructions. In this case, the candidate may be directed to take the questionnaire again, being more diligent and candid in responding.



Organization & Interpretation

1. Graphic Summary of Scales - Pages 4 and 5

Page 4 presents scores on the 21 **Work Styles Scales**, grouped by the **Big 5 Factors of Personality**. **The WBI is a Big 5 Factor assessment.** By assessing all of the Big 5 personality factors, the WBI provides a comprehensive measure of the important work-related facets of personality.

Work Style scores are presented in terms of a percentile standing in comparison to a large and diverse sample of managers and professionals who have completed the WBI. For example, a score of 40 indicates that a person possess as much or more of this characteristic than 40% of managers and professionals.

Page 5 presents scores on each of the Big 5 Factors. Additionally, it presents the candidate's scores regarding **Leadership Styles, Influencing Styles, and Growth Potential**. Finally, it presents **Career Alignment** scores, which provide insights on the individual's fit with certain career fields.

Page 5 presents the Leadership Style Plot.

2. High and Low Scores-Which is Best?

High scores are not necessarily better than low scores. Characteristics that are helpful in one job or organization may not be helpful in another, it depends on the requirements of the individual job for which the candidate is being considered. The WBI results must be carefully considered as a piece of the overall candidate data.

For high scores (above 75), the descriptions to the right are characteristic of the candidate. For low scores (below 25) the descriptions to the left are more characteristic. For intermediate scores (between 25 and 75) the candidate falls between the descriptions to the left and right.

3. Interview Recommendations for the 21 Work Styles Scales - Pages 7 - 27

The WBI presents 21 scales that are directly correlated to 25 major competencies. The hiring organization needs to identify which 5-10 scales of the 21 scales will be most relevant to this selection situation. These 5-10 scales represent the major competency areas most relevant to this selection.

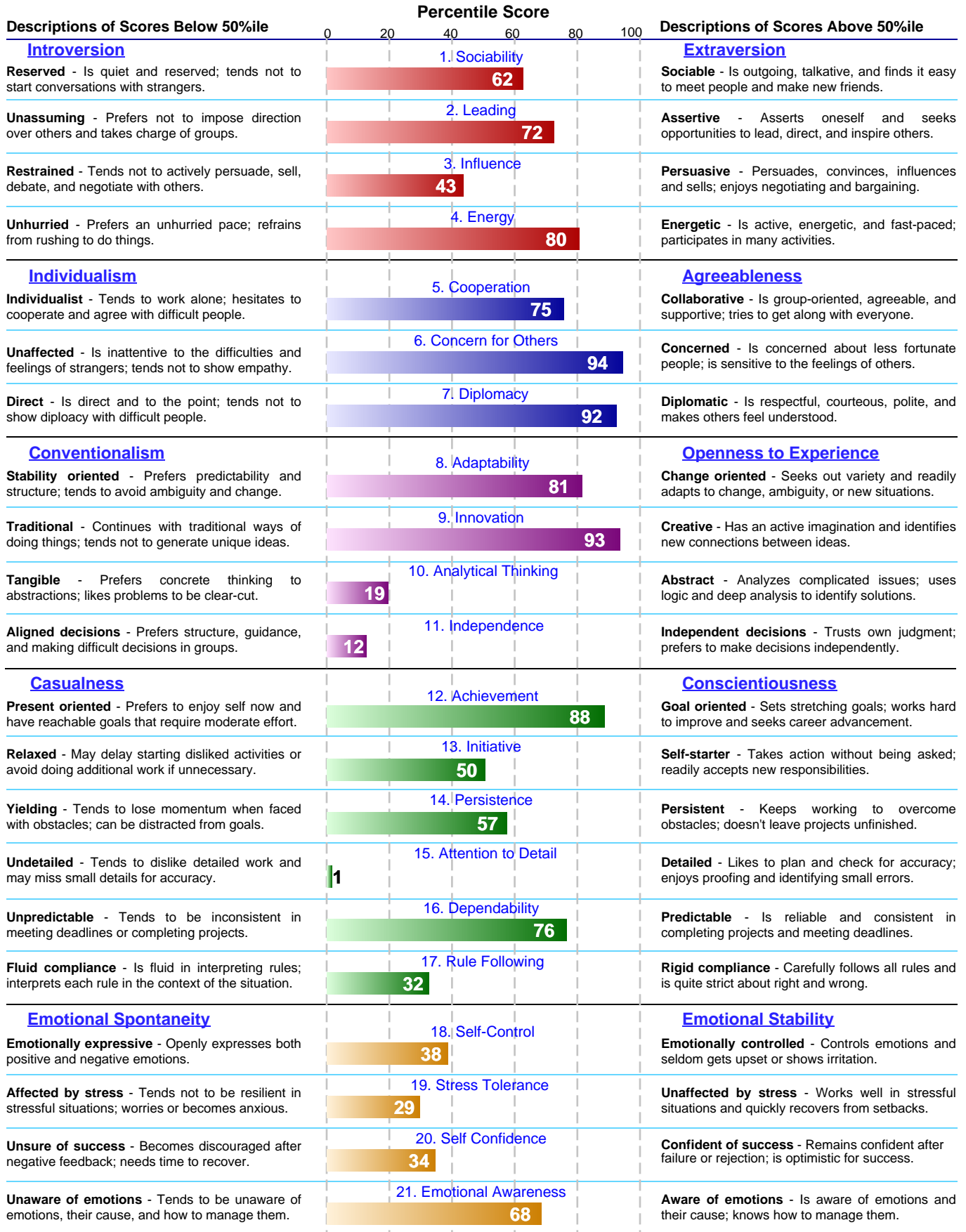
The 21 Work Style scales represented on each page. Each scale is defined, related to its Competency area and there are sample behavioral based questions to help interviewers probe further into the competencies related to each WBI Personality scale. It is likely that certain scales will be more important to the overall candidate assessment depending on the requirements of the job. These will be noted in the candidate analysis section.

4. Candidate Evaluation and Rating Matrix - Pages 28 - 29

This is an optional blank candidate rating sheet that can be used to compare candidates considering that they are all be evaluated following a common multiple hurdles selection process. This can be separated from the rest of the report and later shared with the candidate and/or the candidates' supervisor or hiring manager.

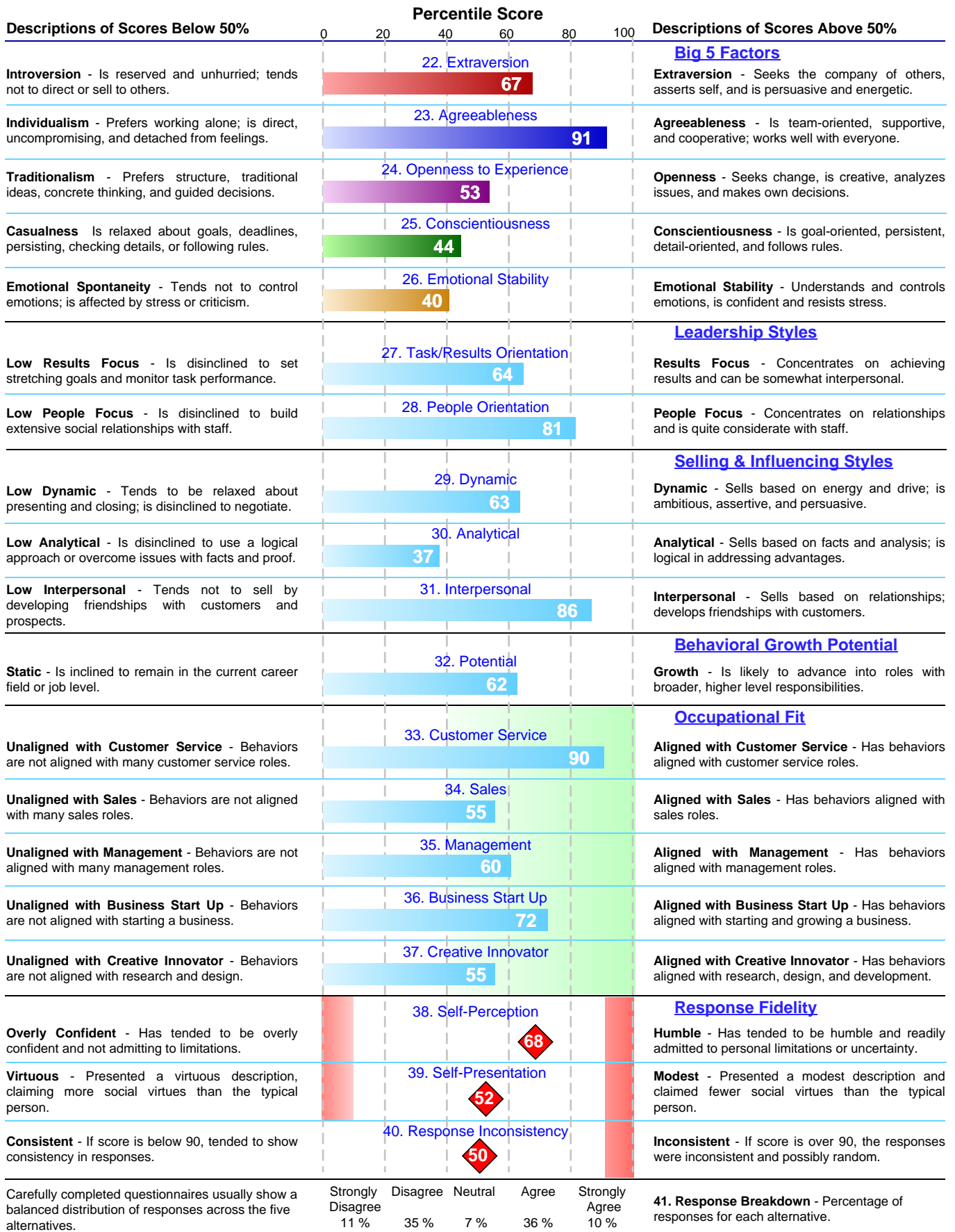


Graphic Summary





Graphic Summary

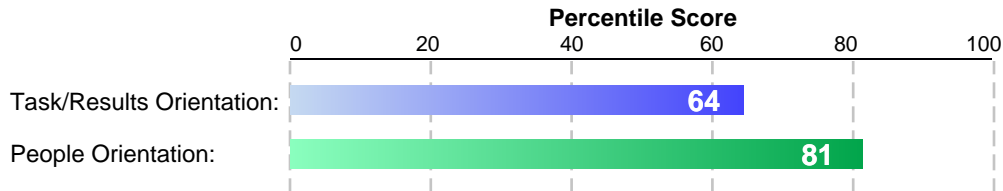




Leadership Styles

Understanding the Candidate's Leadership Style

The candidate's Leadership Style is expressed as his/her primary, or most natural style. It does not prescribe the way he/she behaves in all leadership situations. Leadership styles are plotted on a graph and each quadrant is "typical" for a combination of people and task/results orientations. Leaders will often use different leadership styles depending on the situations they are facing: the nature of the challenge, the nature of the people being led, and the amount of time pressure felt to achieve a desired result. In situations where he/she has to react quickly, he/she will likely rely on their primary style.



The Four Leadership Styles

Two scores are used to determine leadership style:

- Task/Results Orientation
- People Orientation

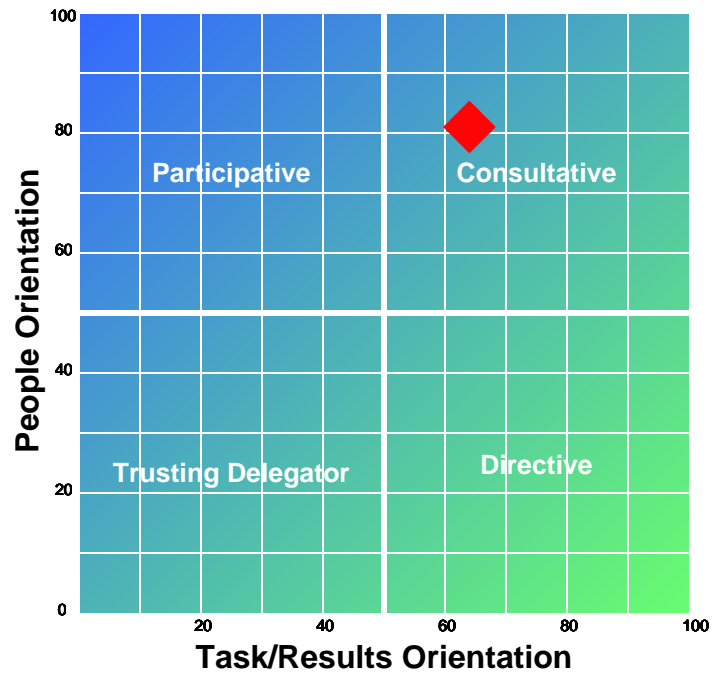
The resulting four Leadership Styles include:

Trusting Delegator — tend to trust others to do the job and don't give close direction/oversight.

Directive — tend to tell their subordinates what needs to be done and how to do it, and then monitor results.

Participative — tend to foster employee interaction and participation, trusting results to follow.

Consultative — tend to show consideration and engage staff, while driving efforts toward organizational goals.



The Candidate's Primary Leadership Style: Consultative

The candidate's Leadership Style is Consultative. He/she is inclined to be focused on both defining/achieving objectives and showing consideration for their staff. The candidate is likely to be sensitive to his/her staff, gathering input from them, and considering their perspectives when making important decisions. However, at the same time, he/she likely provides clear direction about goals and responsibilities and follows up by monitoring progress against them.

He/she is Most Effective When:

- Meeting task objectives and including team members are both equally important to the employer.
- In dynamic settings where well-informed, intelligent decisions need to be made reasonably quickly.
- Subordinates have a diversity of opinions, experiences, and backgrounds that the leader should utilize and unite in his/her final analysis.

He/she is Least Effective When:

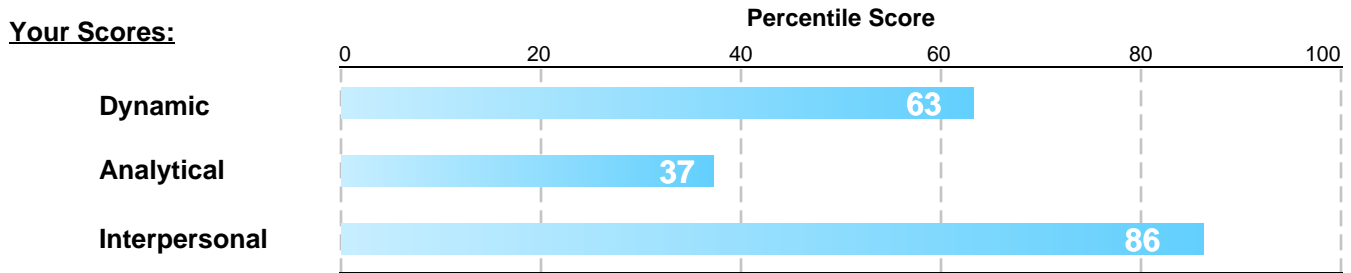
- In crisis situations where a leader must take control of the situation and allocate responsibilities quickly and efficiently.
- In production-oriented environments where everyone knows their role and responsibilities.
- Team members are more skilled than their leader, poor decisions may result and staff may perceive their views as devalued.



Selling & Influencing Styles

The Three Selling & Influencing Styles

People tend to communicate, influence, and sell one another in one or a combination of three styles. These styles tends to reflect your dominant behavioral characteristics and understanding your style will help you to communicate and influence more Effectively. the first style is Dynamic which is characterized by someone who uses energy, enthusiasm, ambition and drive to communicate. Second, Analytical is characterized by someone who uses facts and analysis to communicate. finally, the Interpersonal style is characterized by someone who uses warmth, sincerity, and builds relationships with others to communicate. the higher ones score on each of these styles, the more they will embody these characteristics.



The Candidate's Primary Selling & Influencing Style: **Interpersonal**

You are moderately inclined to use a people-oriented and interpersonal style when in a sales role. Depending on the situation, you may attempt to establish rapport and build close personal connections with potential customers as a means of winning their support and influencing their decisions.

He/she is Most Effective When:

- You need to establish long-standing relationships with clients.
- You sell a product/service that requires a lot of follow-up and customer service.
- You are dealing with highly skeptical clients.
- Working with slow decision makers.

He/she is Least Effective When:

- There is little opportunity to develop relationships and you must move quickly to the next prospect.
- Working with technically inclined and informed clients who know what they want.
- Working with comparison shoppers.
- Working with quick decision makers.

The Candidate's Secondary Selling & Influencing Style: **Dynamic**

Sometimes, you may use enthusiasm and lots of energy when in a sales role. Depending on the situation, you may show lots of competitive drive, enthusiasm, and energy to win over and convince others of your suggestions.

He/she is Most Effective When:

- Initiative and persistence are necessary to develop new sales prospects.
- There are stretching sales goals or incentive programs.
- Working with quick decision makers.

He/she is Least Effective When:

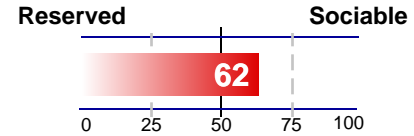
- Customers resist an enthusiastic sales person as too "pushy."
- Customers prefer a "soft" sales approach.
- Customers just want to place an order and don't want to be sold.



1. Sociability Relates to: Interpersonal Skills & Relationship Building

Is this one of the 5-10 most important competency areas for the position?

Sociability reflects an individual's likelihood of building work relationships with a wide range of individuals, being approachable and easy to communicate with, quickly building rapport with others, and creating a network of contacts.



The candidate's score on Sociability suggests that he/she is more **Sociable** than others. His/her strengths and cautions include:

Strengths

- Easily builds a large network of contacts and colleagues.
- Likely to be comfortable with lots of customer contact.
- Likely to invest in relationships with coworkers.
- Easily starts and sustains conversations.

Cautions for Underuse/Overuse

- Socialization may distract others from accomplishing tasks.
- May socialize too much and not focus on tasks.
- May feel uncomfortable when working alone.
- May seek too much attention from others.

Behavioral, Competency-Based Questions*:

1. Describe a recent business contact for which you took action to establish a relationship.

- Why did you establish a relationship with this individual? What did you do to develop the relationship?
- How did that turn out? What feedback did you receive from the individual?

Interviewer Notes:

2. Tell me about your approach to relating to employees.

- How do you typically get input from employees? How do you communicate your plans and ideas?
- What impact does your approach have on employees?

Interviewer Notes:

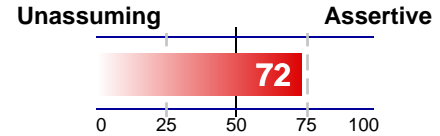
* More interview questions can be obtained from AAI's **Selecting Talent** Interview Questions Database.



2. Leadership Relates to: Managing Execution and Leading Courageously

Is this one of the 5-10 most important competency areas for the position?

Leadership reflects an individual's likelihood of asserting themselves over others, inspiring and motivating others to achieve goals, giving others orders, and taking charge of the group.



The candidate's score on Leadership suggests that he/she is more **Assertive** than others. Their strengths and cautions include:

Strengths

- Motivates and inspires others to accomplish common goals.
- Feels comfortable taking responsibility for group actions.
- Tends to take charge of groups or situations.
- Comfortable asserting self with others.

Cautions for Underuse/Overuse

- May be perceived as taking charge of situations unnecessarily.
- May have competition with others who also like to take charge
- May have pushback from people who don't want to be led.
- May be perceived as too assertive or forceful.

Behavioral, Competency-Based Questions*:

1. Describe a time when you have been responsible for a special work project or task.

- What was the situation? Who was involved? What process did you use?
- What were the group dynamics? What were the results?

Interviewer Notes:

2. Describe leading a task force or committee or any group.

- What approach do you take in getting your people to accept your ideas?
- What sort of leader do your people feel you are?

Interviewer Notes:

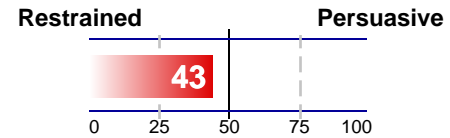
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3. Influence Relates to: Communication & Influencing and Inspiring Others

Is this one of the 5-10 most important competency areas for the position?

Influence reflects an individual's likelihood of changing the opinion of others through persuasion, selling ideas or products, negotiating and debating issues, and deploying strategies to influence individuals or groups.



The candidate's score on Influence suggests that he/she is more **Restrained** than others. Their strengths and cautions include:

Strengths

- Likely will not be viewed as pushing a personal agenda.
- Likely will not be perceived as too pushy or aggressive.
- Typically allows others to voice their opinions.
- Willing to let others speak for the group.

Cautions for Underuse/Overuse

- May tend to avoid debates or influencing the decisions of others.
- May find it difficult to express ideas in a persuasive manner.
- May feel uncomfortable speaking before large groups.
- Typically disinterested in selling and negotiating.

Behavioral, Competency-Based Questions*:

1. **Tell me about a time that you made a very successful presentation.**
 - What were you trying to accomplish? How did you go about this?
 - What were the results? Why do you think you were successful?

Interviewer Notes:

2. **Describe a situation where you faced a difficult negotiation with a customer or other person.**
 - What was the issue? What challenges did you face?
 - What did you do? What were your results?

Interviewer Notes:

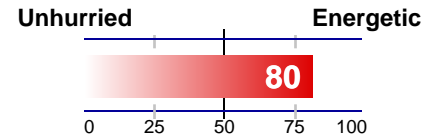
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4. Energy Relates to: Drive for Results and Inspiring Others

Is this one of the 5-10 most important competency areas for the position?

Energy reflects an individual's likelihood of working quickly and energetically, preferring to work in a fast-paced environment, and sustaining a rapid mental or physical pace over extended periods of time.



The candidate's score on Energy suggests that he/she is more **Energetic** than others. Their strengths and cautions include:

Strengths

- Will not be intimidated by fast paced workloads.
- Feels comfortable in highly active settings.
- Has the stamina to work long hours.
- Gets things done quickly.

Cautions for Underuse/Overuse

- May become frustrated in slow-paced work environments.
- May become restless if not constantly active.
- May work too quickly and make mistakes.
- High energy may disrupt others.

Behavioral, Competency-Based Questions*:

1. Describe a particularly challenging time when you felt like you had to be in two places at the same time.

- What was the situation? How did you handle that?
- What did you do? How did that turn out?

Interviewer Notes:

2. Tell me about a time that the work pace was extremely fast and accuracy was important.

- What was the situation? How did you handle that?
- What did you do? How did that turn out?

Interviewer Notes:

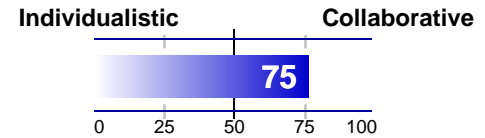
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5. Cooperation Relates to: Teamwork & Team Building

Is this one of the 5-10 most important competency areas for the position?

Cooperation reflects an individual's likelihood of actively collaborating with a wide range of people, assist and support both team members and disagreeable people, help build group participation, and agree with and support the decisions of others.



The candidate's score on Cooperation suggests that he/she is more **Collaborative** than others. Their strengths and cautions include:

Strengths

- Tends to be effective in working with disagreeable people.
- Prefers to be collaborative and support teamwork.
- Likely to have few conflicts with team members.
- Likely displays a high level of teamwork.

Cautions for Underuse/Overuse

- May be too cooperative and not question team behaviors.
- May be too inclined to avoid disagreements.
- May spend too much time helping others.
- May be too trusting of others.

Behavioral, Competency-Based Questions*:

1. Give an example of your having to motivate people to work together toward team goals.
 - How did you go about it? What response did you get?
 - What difficulties did you face? What evidence was there of your success?

Interviewer Notes:

2. Describe how you have fostered teambuilding in your current organization.
 - What have you done? Why did you do it this way?
 - What was the outcome?

Interviewer Notes:

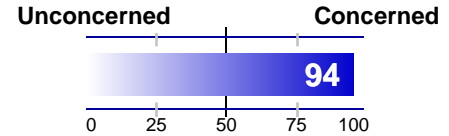
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6. Concern for Others Relates to: Customer Focus, Attracting, Coaching & Developing Talent

Is this one of the 5-10 most important competency areas for the position?

Concern for Others reflects an individual's likelihood of being sympathetic and compassionate with unfortunate people, being sensitive to the needs and feelings of others, and being motivated to help or provide care to strangers.



The candidate's score on Concern for Others suggests that he/she is more **Concerned** than others. Their strengths and cautions include:

Strengths

- Takes time to understand personal problems of others.
- Works to improve the welfare of less fortunate people.
- Strongly motivated to help and care for others.
- Comfortable in settings focused on care-giving.

Cautions for Underuse/Overuse

- May spend too much emotional energy trying to help the needy.
- May be perceived as too sensitive to the feelings of others.
- May be perceived as too involved in the troubles of others.
- Some people might take advantage of sympathy.

Behavioral, Competency-Based Questions*:

1. Describe a time when a customer didn't know what they needed and you were able to define their needs

- What was the situation? What did you do? Why?
- What were your defined needs for them? What were the results? What did you learn from this?

Interviewer Notes:

2. Tell me about a time when you provided a customer service role model for other employees.

- What in particular did you model? Why did you do this?
- What were the reactions of others? How did it turn out?

Interviewer Notes:

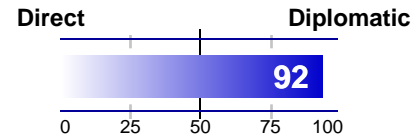
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7. Diplomacy Relates to: Cross Cultural Agility and Managing Differences/Conflict

Is this one of the 5-10 most important competency areas for the position?

Diplomacy reflects an individual's likelihood of interacting with others in a tactful and courteous manner, being respectful with difficult people, being diplomatic when sharing a disagreeing opinion, and being forgiving with disrespectful people.



The candidate's score on Diplomacy suggests that he/she is more **Diplomatic** than others. Their strengths and cautions include:

Strengths

- Finds ways to effectively communicate negative information.
- Helps others feel their concerns are heard and understood.
- Typically courteous and diplomatic with others.
- Tends to be respectful toward everyone.

Cautions for Underuse/Overuse

- May not be clear on issues as a result of being diplomatic.
- May be hesitant to share bad news or negative feedback.
- May be so courteous that it is perceived as insincere.
- May tolerate inappropriate behavior from others.

Behavioral, Competency-Based Questions*:

1. Describe a time that you have had personal conflict with another person at work.

- What was the situation? How did you respond to the situation?
- What was the reaction of the other person? How did it work out?

Interviewer Notes:

2. Tell me about an occasion when you mediated between individuals who were not cooperating with each other.

- How did you get involved? What difficulties did you face?
- What action did you take? Why did you do this? How did this turn out?

Interviewer Notes:

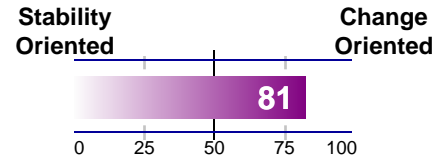
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8. Adaptability Relates to: Adaptability & Change Management

Is this one of the 5-10 most important competency areas for the position?

Adaptability reflects to an individual's likelihood of adjusting quickly to changes at work, embracing new ways of doing things, continually trying new approaches, and readily adapting to environments with great ambiguity and uncertainty.



The candidate's score on Adaptability suggests that he/she is more **Change Oriented** than others. Their strengths and cautions include:

Strengths

- Likely to be an “early adapter” and try emerging approaches.
- Readily adapts to a changing market or environment.
- Likely to push for change and be a “change agent.”
- Enjoys having to learn new ways of doing things.

Cautions for Underuse/Overuse

- May abandon working procedures for new, untested methods.
- Uncomfortable in steady and unchanging work environments.
- Others may have difficulty adjusting to inconsistent routines.
- May seek unnecessary change.

Behavioral, Competency-Based Questions*:

1. Give an example of when you dealt with ambiguity and organizational change.
 - What have you done to reduce ambiguity? How has this worked?
 - What have you done to reduce organizational resistance to change? Why?

Interviewer Notes:

2. Tell me about a time that you have been involved in an organizational transformation.
 - What was the situation? How did it impact you?
 - What did you do? How did it affect your style of working?

Interviewer Notes:

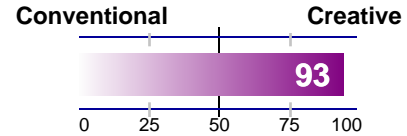
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9. Innovation Relates to: Innovation & Strategic Thinking

Is this one of the 5-10 most important competency areas for the position?

Innovation reflects an individual's likelihood of generating new and creative ideas, having an inventive imagination, generating lots of alternative approaches for addressing an issue, and offering original thoughts to arrive at inventive solutions.



The candidate's score on Innovation suggests that he/she is more **Creative** than others. Their strengths and cautions include:

Strengths

- Likely to have a vivid imagination that generates unique ideas.
- Likely to come up with inventions or new product ideas.
- May identify new connections between differing ideas.
- Typically produces multiple ideas and solutions.

Cautions for Underuse/Overuse

- May spend too much energy exploring new ways of doing things.
- May experiment with untested ideas that do not work.
- May be too creative for static work environments.
- May be uncomfortable in rigid work settings.

Behavioral, Competency-Based Questions*:

1. *What new ideas or suggestions have you developed that resulted in improving service or satisfaction.*

- Give me an example. How did you come up with the idea?
- How did you sell it to those whose approval you needed? How did it work?

Interviewer Notes:

2. *Describe a creative solution where you applied a systems thinking approach.*

- What was the problem? What processes or subsystems did it involve?
- What data was collected? What was the outcome?

Interviewer Notes:

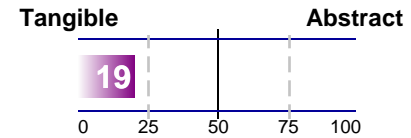
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10. Analytical Thinking Relates to: Problem Analysis & Critical Thinking and Business Acumen

Is this one of the 5-10 most important competency areas for the position?

Analytical Thinking reflects an individual's likelihood of systematically analyzing issues to get to the root of a problem, identifying connections or patterns in complex data, and analyzing abstract or conceptual issues through logical analysis.



The candidate's score on Analytical Thinking suggests that he/she is more **Tangible** than others. Their strengths and cautions include:

Strengths

- Tends not to analyze and question current work procedures.
- Tends to be very practical and down-to-earth with issues.
- Readily accepts approaches without analyzing them.
- Is inclined to avoid over-analyzing issues.

Cautions for Underuse/Overuse

- May refrain from conducting a thorough pro and con analysis.
- May neglect to anticipate potential problems in projects.
- May accept team solutions without analyzing them.
- May have difficulty getting to the root of a problem.

Behavioral, Competency-Based Questions*:

1. **Tell me how you have purposefully attempted to strengthen your skills, knowledge, and problem solving.**
 - What approaches did you use? Why?
 - What has resulted from these efforts?

Interviewer Notes:

2. **Describe the most complex problem that you have had to address.**
 - How did you analyze the problem? What was your thought process?
 - What did you do? How did that work out? How have you applied this to other situations?

Interviewer Notes:

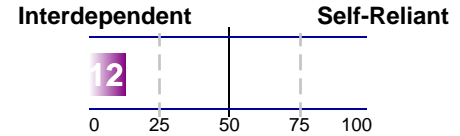
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11. Independence Relates to: Initiative & Risk Taking and Decision Making

Is this one of the 5-10 most important competency areas for the position?

Independence reflects an individual's likelihood of choosing to work independently with little or no supervision, being decisive and making decisions with little input from others, and being self-directed and fully accountable for what one does at work.



The candidate's score on Independence suggests that he/she is more **Interdependent** than others. Their strengths and cautions include:

Strengths

- Tends to be comfortable taking direction from management.
- Does not make rash decisions independent of others.
- Is typically willing to defer to the group consensus.
- Consults with others before acting.

Cautions for Underuse/Overuse

- May find it difficult to make decisions in an entrepreneurial role.
- May rely too much on support from others in making decisions.
- May avoid making decisions until there is group consensus.
- May be uncomfortable in situations with little direction.

Behavioral, Competency-Based Questions*:

1. Give an example of when you had to be decisive and make decisions without input from others.
 - What was the situation? Why did you need to be decisive?
 - What decision did you make? What was the result?

Interviewer Notes:

2. Give an example of how you structure your typical work day.
 - How did you decide what to do? Why do you do it this way?
 - What are the advantages and disadvantages of doing it this way?

Interviewer Notes:

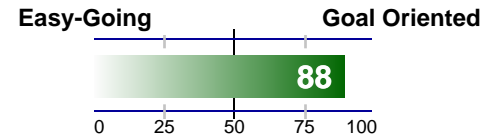
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12. Achievement Relates to: Learning Agility & Self Development and Leading Courageously

Is this one of the 5-10 most important competency areas for the position?

Achievement reflects an individual's likelihood of setting stretching goals and working diligently to reach them, continually trying to improve one's skills and performance, having a willingness to work long and hard toward goals, and striving for career advancement.



The candidate's score on Achievement suggests that he/she is more **Goal-Oriented** than others. Their strengths and cautions include:

Strengths

- Typically puts in extra effort to ensure high-quality results.
- Usually works hard to reach goals and achieve results.
- Is willing to take calculated risks to achieve results.
- Is likely to set many stretch goals.

Cautions for Underuse/Overuse

- May be too focused on work and become a "workaholic."
- May be perceived as too demanding by colleagues.
- May sacrifice personal life by working too much.
- May be too competitive with coworkers.

Behavioral, Competency-Based Questions*:

1. Describe a time when you achieved results that far exceeded the expectations of the organization.
 - What are your strengths in terms of getting things done? How does this relate to your example?
 - What motivates you? Give me an example and what you achieved because of it.

Interviewer Notes:

2. Tell me about a time when you got results in a situation where others had tried and failed.
 - Why did your strategy work when the others' did not?
 - What did you learn?

Interviewer Notes:

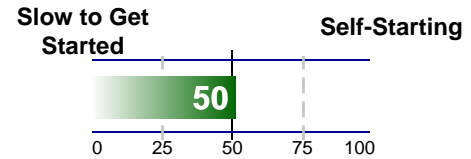
* More interview questions can be obtained from AAI's **Selecting Talent** Interview Questions Database.



13. Initiative Relates to: Initiative & Risk Taking

Is this one of the 5-10 most important competency areas for the position?

Initiative reflects an individual's likelihood of being a self-starter and initiating activities without being asked, volunteering for new assignments, starting activities right away rather than procrastinating, and doing more than is typically expected.



The candidate's score on Initiative suggests that he/she is more **Self-Starting** than others. Their strengths and cautions include:

Strengths

- Likely to assume additional responsibilities.
- Likely to volunteer for assignments.
- Tends to start tasks right away.
- Is motivated to get things done.

Cautions for Underuse/Overuse

- May be frustrated when tasks are not done immediately.
- May underestimate the time it takes to complete tasks.
- May start tasks too quickly without approval of others.
- May take on too many tasks at once.

Behavioral, Competency-Based Questions*:

1. Give an example of when you have had to make personal sacrifices to meet expectations.

- What was the situation? What did you do? What did you NOT do?
- Why did you do this? How did that turn out?

Interviewer Notes:

2. Describe a high-risk situation or initiative that you have undertaken.

- What was it? What were the potential payoffs and risks in this situation?
- Why did you do it? What was the end result?

Interviewer Notes:

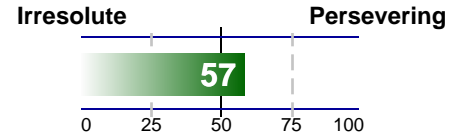
* More interview questions can be obtained from AAI's **Selecting Talent** Interview Questions Database.



14. Persistence Relates to: Drive for Results and Delegation & Performance Management

Is this one of the 5-10 most important competency areas for the position?

Persistence reflects an individual's likelihood of continuing despite obstacles or difficulties, being able to concentrate intensely for long periods of time, not being distracted when working on projects, and staying motivated to overcome barriers.



The candidate's score on Persistence suggests that he/she is more **Persevering** than others. Their strengths and cautions include:

Strengths

- Tends to persevere and continue working despite obstacles.
- Comfortable in work settings with long-term projects.
- Can concentrate on tasks for long periods of time.
- Finds ways to accomplish difficult assignments.

Cautions for Underuse/Overuse

- May be too focused on an activity and miss other opportunities.
- May persist when bringing in help may better achieve goals.
- Willingness to persist may be taken advantage of by others.
- May stick with a project when it is better to move on.

Behavioral, Competency-Based Questions*:

1. Give me an example of a time when you personally took responsibility for completing a project successfully.
 - What was the situation? What was your goal?
 - What did you do? What were the results?

Interviewer Notes:

2. Give an example of a situation where you persisted with a very challenging project.
 - What was the situation? What was your goal?
 - What did you do? What were the results?

Interviewer Notes:

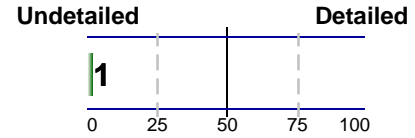
* More interview questions can be obtained from AAI's **Selecting Talent** Interview Questions Database.



15. Attention to Detail Relates to: Planning & Organizing

Is this one of the 5-10 most important competency areas for the position?

Attention to Detail reflects an individual's likelihood of carefully planning work activities, double checking work products for accuracy and quality, preventing errors and omissions, being meticulous and tidy, and maintaining careful records.



The candidate's score on Attention to Detail suggests that he/she is more **Undetailed** than others. Their strengths and cautions include:

Strengths

- Tends to be comfortable without having detailed work plans.
- Tends not to spend time unnecessarily on minor details.
- Is typically willing to delegate checking details to others.
- Does not waste time double checking the details.

Cautions for Underuse/Overuse

- May depend on others to perform detail-oriented work.
- Tends not to carefully plan and organize work.
- Tends not to keep detailed records.
- May overlook important details.

Behavioral, Competency-Based Questions*:

1. *Provide a recent example of how you have assured high-quality results are provided to others.*
 - What did you do? Why? How did you know your efforts were improving accuracy?
 - What was the result of your efforts? What would you do differently in the future?

Interviewer Notes:

2. *Describe a time you invested great effort to check the accuracy of information.*
 - What was the situation? Why did you decide to check the data?
 - How did you go about searching for errors, mistakes, or omissions? What did you find?

Interviewer Notes:

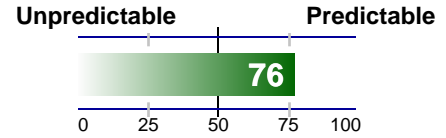
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16. Dependability Relates to: Drive for Results and Project/Process Management

Is this one of the 5-10 most important competency areas for the position?

Dependability reflects an individual's likelihood of following through with responsibilities, meeting deadlines, being predictable and on time in completing assignments, having good attendance, and refraining from impulsiveness that may hinder dependability.



The candidate's score on Dependability suggests that he/she is more **Predictable** than others. Their strengths and cautions include:

Strengths

- Tends to consistently follow through on responsibilities.
- Tends to be very thorough in completing assignments.
- Tends to be punctual and complete projects on time.
- Tends to have little absenteeism from work.

Cautions for Underuse/Overuse

- May over estimate the number of projects that can be handled.
- May focus too much on the deadline at the expense of quality.
- May be perceived as being too organized and predictable.
- May rush or push others too hard just to meet a deadline.

Behavioral, Competency-Based Questions*:

1. Describe a recent project that you planned and managed.
 - How did you go about planning the project? How did you monitor progress?
 - How did you assure timely completion? Did you complete it as planned?

Interviewer Notes:

2. Give me a recent example of how you have monitored the progress (or lack thereof) of delegated assignments.

- What methods did you use? How did the employee or group respond to these methods?
- How have they done regarding meeting milestones? How have addressed under-performing staff?

Interviewer Notes:

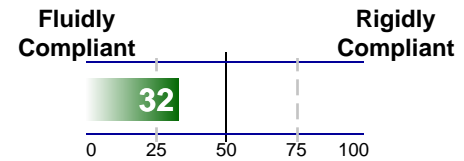
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17. Rule Following Relates to: Integrity Trust & Credibility

Is this one of the 5-10 most important competency areas for the position?

Rule Following reflects an individual's likelihood of following rules and procedures, complying with policies and procedures regardless of the consequences, being strict about right and wrong, and not bending the rules to meet specific situations.



The candidate's score on Rule Following suggests that he/she is more **Fluidly Compliant** than others. Their strengths and cautions include:

Strengths

- Is comfortable in settings that challenge current procedures.
- May find workarounds to rules that impede success.
- Is not likely to feel bound by unnecessary rules.
- May be willing to get certain rules changed.

Cautions for Underuse/Overuse

- May be too quick to try to change policies and guidelines.
- May avoid rules and be perceived as uncompliant.
- May fail to follow required safety procedures.
- May interpret rules in unstandardized ways.

Behavioral, Competency-Based Questions*:

1. *Has your manager ever asked you to do something that you didn't think was totally ethical.*
 - What was the trickiest part of this situation?
 - How did you respond? Who did it turn out?

Interviewer Notes:

2. *Explain how you go about gaining the trust if new managers and employees.*
 - Have you ever had difficulties with a particular person? What did you do about it?
 - How did the other person react?

Interviewer Notes:

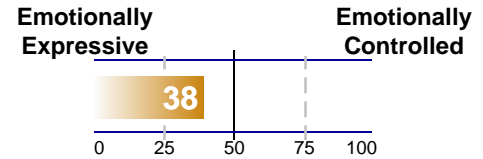
* More interview questions can be obtained from AAI's **Selecting Talent** Interview Questions Database.



18. Self-Control Relates to: Managing Differences/Conflict and Emotional Resilience

Is this one of the 5-10 most important competency areas for the position?

Self-Control reflects an individual's likelihood of restraining emotions and not letting others know how they are feeling, controlling emotions and avoiding emotional outbursts, and refraining from making decisions based on emotions or impulses.



The candidate's score on Self-Control suggests that he/she is more **Emotionally Expressive** than others. Their strengths and cautions include:

Strengths

- May communicate forcefully by the open expression of emotions.
- Tends to show strong emotions that may spur others to action.
- Is easy to “read” because emotions are openly expressed.
- May be very candid in expressing feelings.

Cautions for Underuse/Overuse

- May find it difficult to remain calm in stressful situations.
- Emotional outbursts may make others uncomfortable.
- May have impulsive behavior that is later regretted.
- May become frustrated when things go wrong.

Behavioral, Competency-Based Questions*:

1. **Tell me about a recent time that you faced a crisis situation that was difficult to address.**
 - What was the situation? What were your emotions during this?
 - What did you do to manage your emotions and address the situation? How did it turn out?

Interviewer Notes:

2. **Tell me about a time when you had to be thick-skinned and responded positively to rude or negative people.**
 - What was the hardest part of this situation?
 - How did it turn out?

Interviewer Notes:

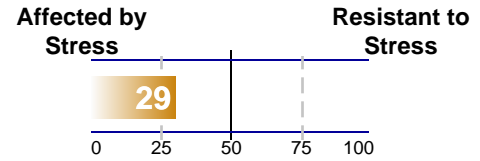
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19. Stress Tolerance Relates to: Emotional Resilience

Is this one of the 5-10 most important competency areas for the position?

Stress Tolerance reflects an individual's likelihood of remaining calm in stressful situations, easily recovering from setbacks or failures, not being bothered by stress, not feeling discouraged, and rarely worrying about things.



The candidate's score on Stress Tolerance suggests that he/she is more **Affected By Stress** than others. Their strengths and cautions include:

Strengths

- Tends to identify stress and bring it to the attention of others.
- Tends to seek opportunities to reduce workplace stress.
- Tends to be aware of stress in the workplace.
- Tends to prevent and avoid sources of stress.

Cautions for Underuse/Overuse

- May find it hard to remain calm in stressful situations.
- May worry too much over problems or mistakes.
- May work less productively when under stress.
- Has difficulty bouncing back from setbacks.

Behavioral, Competency-Based Questions*:

1. Give a few examples of situations that create high levels of stress for you on the job.
 - What strategies have you used to deal with such occurrences?
 - How have they worked out for you?

Interviewer Notes:

2. Describe the methods or strategies you have devised to manage stress.
 - Tell me about a time when these methods worked well. Describe a time when they didn't.
 - How easy is it for you to implement these procedures?

Interviewer Notes:

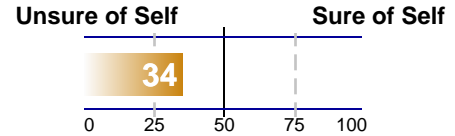
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20. Self Confidence Relates to: Leading Courageously and Inspiring Others

Is this one of the 5-10 most important competency areas for the position?

Self Confidence reflects an individual's likelihood of being optimistic and confident of success, consistently believing in one's ability to succeed, being self-assured in new or challenging situations, and not being intimidated by negative feedback.



The candidate's score on Self Confidence suggests that he/she is more **Unsure of Self** than others. Their strengths and cautions include:

Strengths

- Is likely to be receptive to assertiveness from others.
- Is unlikely to take unnecessary stands on issues.
- Is likely to refrain from taking unnecessary risks.
- Tends not to impose their will on others.

Cautions for Underuse/Overuse

- May refrain from speaking up and sharing his/her perspective.
- May underestimate personal skills and abilities.
- May have difficulty dealing with criticism.
- May be easily intimidated by others.

Behavioral, Competency-Based Questions*:

1. **Tell me about a situation where you ran into rejection on your proposal.**
 - What was the situation? What did you do? What did you NOT do?
 - What was the most difficult part of that? How did that turn out?

Interviewer Notes:

2. **Tell me about a time when you swayed others by virtue of your confidence.**
 - What was the situation? What did you do?
 - How did people react? What has been the long term effect of this?

Interviewer Notes:

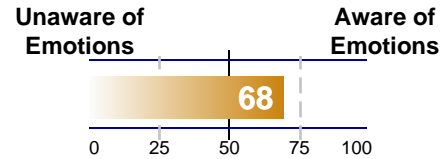
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21. Emotional Self-Awareness Relates to: Emotional Resilience

Is this one of the 5-10 most important competency areas for the position?

Emotional Self-Awareness reflects an individual's likelihood of being aware of their current emotions, knowing the causes and reasons for their feelings, being able to describe subtle changes in their feelings, and interpreting their emotions for effective outcomes.



The candidate's score on Emotional Self-Awareness suggests that he/she is more **Aware of Emotions** than others. Their strengths and cautions include:

Strengths

- Can easily diagnose and explain emotions and feelings.
- Actively manages emotions for positive outcomes.
- Is good at predicting their emotional reactions.
- Is aware of the cues that can change emotions.

Cautions for Underuse/Overuse

- May be spending too much time recognizing feelings.
- May be perceived as being too sensitive to emotions.
- May focus on emotions or moods when inappropriate.
- May over interpret emotions and feelings.

Behavioral, Competency-Based Questions*:

1. Describe a situation in which you were able to “read” the subtle emotions of a coworker.
 - What was the situation? How were you able to read their emotions?
 - How did you use your interpretation of their emotions? What was the outcome?

Interviewer Notes:

2. Give an example of a time you felt that you had to explain your emotional reaction to someone else.
 - What was the situation? Why did you feel that this was necessary?
 - How and when did you approach the other person? What did you say? What was the outcome?

Interviewer Notes:

* More interview questions can be obtained from AAI's **Selecting Talent** Interview Questions Database.



Linking WBI Personality Scales to Common Competencies

Big 5 WBI 21 Personality Scales

25 Coaching Winners! Related Competencies Chapters

Extraversion

1. Sociability
2. Leading
3. Persuasiveness
4. Energy

7. Interpersonal Skills & Relationship Building
18. Managing Execution, 23. Leading Courageously
6. Communication and Influencing, 24. Inspiring Others
3. Drive for Results, 24. Inspiring Others

Agreeableness

5. Cooperation
6. Concern for Others
7. Diplomacy

8. Teamwork & Team Building
9. Customer Focus, 19. Attracting, Coaching & Developing Talent
10. Cross Cultural Agility, 20. Managing Differences/Conflict

Openness to Experience

8. Adaptability
9. Innovation
10. Analytical Thinking
11. Independence

4. Adaptability & Change Management
13. Innovation, 21. Strategic Thinking
11. Problem Analysis & Critical Thinking, 22. Business Acumen
1. Initiative & Risk Taking 12. Decision Making

Conscientiousness

12. Achievement
13. Initiative
14. Persistence
15. Attention to Detail
16. Dependability
17. Rule Following

2. Learning Agility & Self Development, 23. Leading Courageously
1. Initiative & Risk Taking
3. Drive for Results 16. Delegation & Performance Management
15. Planning & Organizing
3. Drive for Results, 17. Project/Process Management
25. Integrity Trust & Credibility

Emotional Stability

18. Self-Control
19. Stress Tolerance
20. Self Confidence
21. Emotional Awareness

20. Managing Differences/Conflict, 5. Emotional Resilience
5. Emotional Resilience
23. Leading Courageously, 24. Inspiring Others
5. Emotional Resilience

Linking WBI Results to Competencies

The above table shows the relationship between the 21 WBI personality scales and the 25 AAI Core Competencies. Personality scales are used to define the unique attributes of people. In contrast, Competencies are used to define the unique attributes that relate to success in jobs. Therefore, selection decisions are based on the fit between the attributes of the person (personality) and the job success attributes (competencies).

The 25 Competencies listed above are described fully in the Coaching Winners! book that is distributed by AAI. These competencies are in alignment with about 80% of the competency models of organizations. Therefore, it is likely that your organization has competencies that are similar to the competencies listed above.

The table above a cross-walk between WBI Personality facets and Job competency requirements. By comparing your organization's competencies to the competencies listed above, you can identify personality facets that are likely to be relevant to the job.

Evaluating Candidates

Please keep in mind that the optimal fit for candidates is not necessarily high scores on all relevant WBI scales. Candidates may have too much of an attribute or too little of an attribute. Also, keep in mind how a candidate may fit with team members within the group. You may want to identify candidates that complement current team members and contribute to optimal team effectiveness.

Finally, please keep in mind that the results on this report are just one perspective on candidates. Use this information with resume information, education or certification requirements, background checks, and other information. Integrating all of these perspectives will help you have a more comprehensive picture of the individual.



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