

WorkPlace Big Five Profile 4.0™



Learn how the **WorkPlace Big Five Profile 4.0** uses the most widely accepted personality traits around the world to help you increase your bottom line.

The **WorkPlace Big Five Profile 4.0** is based on the **Five Factor Model of Personality**, which includes five personality supertraits and 23 subtraits that simply and clearly explain the work-related behaviors that all working people encounter daily in coworkers, employees, managers, and colleagues.



Why is understanding personality at work important?

It impacts the bottom line.

Frustrated Coworkers: Susan, Terri, and Tom have been working together for years. Although they all get along fairly well, they are frequently frustrated by each other. Susan can't understand why Terri gets so upset over minor changes or issues and seems to rehash them for weeks. Terri can't understand why Susan is so "matter-of-fact" and insensitive all of the time, dismissing issues almost as soon as they are identified. And, neither Susan nor Terri can understand why Tom has to question everything all of the time.

Battling Bosses: Zack and Melody manage two competing sales divisions. Zack's group is known for providing outstanding service and Melody's group is known for closing deals quickly. Both are constantly bad mouthing and blaming the other for problems occurring with shared accounts. Senior management is fed up with their behavior and expects them to resolve their conflicts and create an environment of mutual respect or both will be asked to step down even though they are both valuable team members.

Top Performer: Lee out performs everyone in the department and has consistently had outstanding reviews from his manager and customers. Senior management wants to know how he does this and if he can be cloned.

It's All About Performance

Each of these examples relates to individual and organizational performance. Understanding the dynamics associated with personality in the workplace plays a key role in how one behaves, reacts, and engages with others. Personality awareness can improve how individuals communicate, motivate, and persuade others – directly impacting your organization's bottom line.

What is the WorkPlace Big Five Profile? And, why haven't I heard of it?

History

The English language contains approximately 4,500 words that describe human personality. Now, with the assistance of computers, advanced statistical analysis, and the work of many researchers, the list has been narrowed to five common traits. Although the terms may vary slightly, researchers generally agree on what is now referred to as the Five Factor Model (FFM) or the Big Five as the most accepted traits around the world.

Five Factor Model

The Five Factor Model was born out of the Psychological and Academic communities. Unlike many of the other more commercially well-known instruments, the FFM is an empirical assessment that is not based on theory. The vast computations required to develop the model could not be performed until social scientists had access to increasingly powerful computers. Because psychologists and academics are not known for their marketing skills (or desire to market), the first time the model was shared with the corporate world was in the early 1990's. Jane and Pierce Howard were the first to publish an article in a trade journal

about the Five Factor Model in 1995. Other more commercially well-known assessments are not as scientifically based or as valid and reliable.

The Five Factor Model is the standard for psychologists.

The Instrument

Dr. Pierce Howard and Jane Mitchell Howard (MBA) began developing the WorkPlace Big Five Profile in the late 1990's and launched the first version in January 2001. The instrument consists of 107 items that measure five supertraits (listed below) and 23 subtraits. All of the items were submitted and reviewed by an employment attorney to ensure that they do not violate pre-employment testing guidelines.

The WorkPlace Big Five Profile measures these five supertraits:

- ***Need for Stability*** – *The degree to which we respond to stress.*
- ***Extraversion*** – *The degree to which we tolerate sensory stimulation from people/situations.*
- ***Originality*** – *The degree to which we are open to new experiences/new ways of doing things.*
- ***Accommodation*** – *The degree to which we defer to others.*
- ***Consolidation*** – *The degree to which we push toward goals.*

Validity/Reliability

The validity and reliability of the WorkPlace is very high. It has a Coefficient Alpha of .81. The Coefficient Alpha for the NEO PI-R, the standard Five Factor Model assessment is .9 (which is even higher). Higher validity scores could be achieved by the WorkPlace if more questions were added; however, a goal of the WorkPlace was to create an instrument that would take less time for busy executives to complete. Thus, fewer questions equate to a slightly lower, but still very strong, validity score.

The Center for Creative Leadership includes the WorkPlace Big Five Profile in its flagship Leadership Development Program (LDP)[®] because “it’s a broad-based personality survey that covers the full spectrum of personality that is relevant in a work environment.”

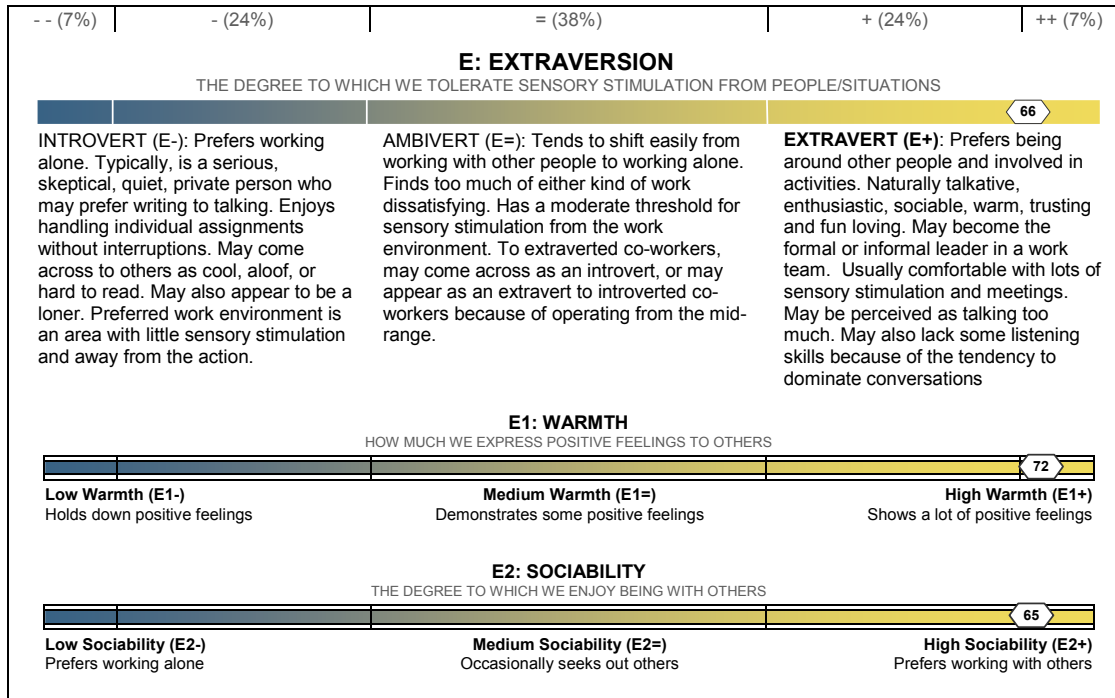
– Johan Naude, CCL
Coaching Talent Manager

Sample WorkPlace Big Five Profile 4.0

Subtrait Report

Customized Report for: **Sample Person**
Date: **April 4, 2009**

WorkPlace Big Five Profile™ 4.0
Norm Group: **US**



“Every individual nature has its own beauty.”

-Ralph Waldo Emerson

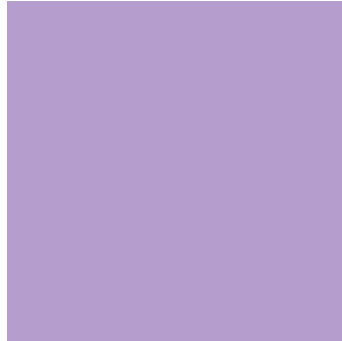


How can the WorkPlace Big Five Profile 4.0 be used?

Targeted population and applications

The **WorkPlace Big Five Profile 4.0** is designed for a variety of uses with people in the workforce. The questionnaire items use common workplace language that is easily understood. The workplace-oriented reports focus on performance issues. Application opportunities for these test results include:

- Pre-employment screening and selection
- Job profiling
- Validity studies
- Career planning/Coaching
- Executive and individual coaching and counseling
- Team development and effectiveness
- Succession planning
- Competency assessment and development
- Training classes, where a reference to personality traits is desirable, such as:
 - Leadership development
 - Sales
 - Communications
 - Conflict resolution
 - Assertiveness
 - Customer service
 - Diversity issues
 - Problem solving
 - Supervisor/management development



Leadership Development Services

Building Stronger Leaders

Research has shown that successfully utilizing an employee's leadership skills improve:

- Employee morale,
- Organizational communication, and
- Bottom line results.

The WorkPlace Big Five Profile 4.0 can help individuals better understand how to be more effective leaders by creating a “shared” vocabulary around the specific traits associated with both leadership and management roles. Awareness of these traits can be associated with an individual's:

- Knowledge/learning
- Relationships
- Reputation
- Mental and interpersonal skills
- Energy level/drive

Awareness of traits also allows managers to have a better appreciation for varying behaviors and values held by their staff.

Evoke Development's team can create customized:

- Management/Leadership training programs based on your organization's needs.
- Manager/Leader profiles specific to your industry, company, and/or department.
- Strategies to help managers/leaders compensate, support, and develop key competencies needed for their role and the roles of their staff members.

Selection/Succession Planning Services

How do I find the right person for the job?

Evoke Development can help you make better choices by creating targeted job profiles to enhance employee contributions to your organization.

Benefits: Failing to get the right person in the right job often results in lost time, money, and effort. **Evoke Development** works with you to minimize these losses by helping your organization develop profiles for key jobs. Candidates' skills and traits can be matched against these profiles to identify the best job-person fit.

Putting It Into Practice

Samantha was a very loyal, service-oriented employee who, over the years, proved to be a wonderful asset to the organization. If anyone ever had a question or problem, Samantha would be the first to offer assistance. Several months ago, the call center supervisor resigned. Upper management immediately thought of Samantha as the logical candidate. After all, everyone liked her, she was extremely loyal, and she had been with the organization for several years and deserved a promotion.

Everything seemed to be going well the first couple of months after Samantha started her new role, but soon after, problems started to arise. Customer complaints increased, morale in the call center plummeted, Samantha's interactions with others were short and curt, and no one wanted to be anywhere near her.

Upper management was shocked. Things were getting so bad, they even considered firing Samantha. They just could not understand what the problem was; Samantha had always been so nice.

Had the management team and organization leaders taken the time to analyze the job responsibilities and compare them with Samantha's trait and competency structures, they would have realized that a supervisory role was simply a bad "fit." In fact, once they talked to Samantha, they learned that she had actually never wanted to be a supervisor because of her tendency to take on everyone else's problems as her own. She also had a very hard time disciplining staff members and keeping track of all of the additional responsibilities associated with a supervisory role. When all was said and done, she really preferred being an independent contributor.

All of this could have been avoided if the company had used the WorkPlace Big Five Profile 4.0 and better understood Samantha's personality (trait structure).



Coaching & Consulting Services

Improving Individual and Organizational Effectiveness

Coaching Services Offered

Evoke Development's goal is to help individuals and departments become as productive as they can be by focusing on developing an individual's strengths rather than his/her weaknesses.

We teach managers to:

- Encourage individuals to develop job competence and an occupational identity.
- Provide guidance and support to staff members who feel overwhelmed by assigned tasks.

Evoke Development helps you optimize staff performance by focusing on enhancing job-person fit, the point at which the growth and development of an individual meets the demands of the organization. Because, if an individual is more committed to the job then they are challenged by the job, they will become bored. Equally so, if the demands of the job are greater than the individual's ability or commitment, he/she will constantly worry or be anxious. Ideally, work demands equal the skills of the staff member.

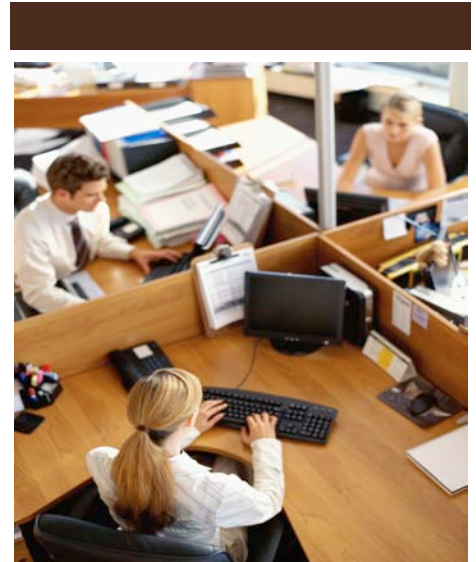
Putting It Into Practice

Brian is an excellent manager and strategic thinker; most of his tasks come naturally to him. However, he constantly struggles and spends an inordinate amount of time managing the budgeting process, one of his current job responsibilities. Katrina, one of the supervisors working for Brian, is a wonderful implementer. If you give her a direction to follow, she will ensure that all of the details are handled. She also loves to work on the budget, but unfortunately, her current job description requires her to do a lot of strategic thinking, something she finds exhausting.

After completing the WorkPlace Big Five Profile 4.0, Brian and Katrina realized that by making a few adjustments to their current roles and responsibilities, they could become significantly more productive and effective. Consequently, Brian and Katrina began to work together, restructuring their roles so that the majority of their time is spent working on projects that emphasize their strengths. Brian still has ownership of the budgeting process and Katrina still has ownership of the strategic planning process; however, they leverage each other's strengths to increase the efficiency of the department.

Evoke Development can help your organization:

- Identify core competencies by conducting task and job analysis.
- Develop strategies to communicate competencies to all levels of the organization.
- Implement performance initiative and training opportunities around the identified competencies.
- Create metrics to measure performance levels associated with competencies.



How do Competencies relate to Personality?

Competencies can predict the success or failure of a person's performance and behavior in specific situations based, in part, on their personality.



Why are competencies so important?

Organizations use competencies to identify gaps between their human resource needs and their employees' strengths and weaknesses. Success associated with competencies involves an individual's knowledge, skills, traits, motivations, values, and beliefs. There is an underlying relationship between job performance and an individual's behavior and characteristics.

Are there different types of competencies?

There are two types of competencies:

- **Threshold:** basic-level competencies that individuals need to perform their jobs.
- **Differentiating:** competencies that separate average from above average performance.

How can competencies be applied in a work setting?

When the proper competencies have been identified for the individual and organization, they can be:

- Associated with recruitment and selection.
- Linked to the performance appraisal process and compensation strategy.
- Tied to training and development.
- Associated with succession planning.





What are the benefits of linking competencies to the selection process?

When competencies are linked to the **selection process**, you can:

- Present a better overall depiction of the job and what it requires.
- Increase job-person fit by providing a profile to match needed skills with existing abilities.
- Eliminate individuals who are not qualified for the position from the beginning, thereby saving time and money.
- Provide a more structured interview process.
- Identify which competencies are trainable and which are more natural.

What are the benefits of linking competencies to training and development?

When competencies are linked to **training and development**, you can:

- Help individuals develop strengths and find compensating strategies for their weaknesses.
- Focus coaching and feedback opportunities.
- Help align organizational strategy and expectations with the training courses offered.
- Reduce wasted training dollars by offering only courses that support the competencies identified.



What are the benefits of linking competencies to the appraisal process?

When competencies are linked to the **appraisal process**, you can:

- Ensure common understanding of what is being monitored and measured.
- Facilitate discussions about performance expectations and execution.
- Focus attention on actual behavior as well as performance.

What are the benefits of linking competencies to succession planning?

When competencies are linked to the **succession planning process**, you can:

- Identify the knowledge, skills, abilities, and behaviors required for key positions.
- Help determine the job-person fit of potential candidates by matching key traits and skills.
- Determine which competencies potential candidates lack that may result in restructuring or revamping roles and responsibilities or providing developmental opportunities.



What Competencies does the WorkPlace Big Five Profile 4.0 use?

Interpersonal Skills

- Comfort with Diversity
- Facilitation
- Humor
- Informing Others
- Listening
- Teamwork and Cooperation

Leadership

- Ambition
- Basic Leadership Orientation
- Development of Personnel
- Diplomacy
- Entrepreneurship
- Motivation of Others
- Political Savvy

Managing Others

- Decision-Making Skills
- Delegation
- Follow Through
- Hiring and Staffing
- Meeting Management
- Objectivity
- Performance Focus

Managing Processes

- Adherence to Policy
- Customer Service Orientation
- Managing through Systems
- Organization
- Planning
- Quality Orientation
- Safety Orientation

Professional Growth

- Comfort with Ambiguity and Paradox
- Comfort with Innovation
- Creativity
- Flexibility
- Future Orientation/Visionary Outlook
- Likelihood of Overseas Work Success
- Range of Perspective and Interest
- Risk Taking

Sales

- Competitiveness
- Optimism
- Presentation Skills
- Sales Orientation
- Self Confidence

Self-Management

- Action Orientation
- Comfort Working Independently
- Reliability and Consistency
- Responsibility Acceptance
- Self Control
- Self Development
- Work/Life Balance

Work Mechanics

- Analytical Thinking
- Business Acumen
- Comfort with Paperwork
- Keyboarding Accuracy
- Numerical Accuracy
- Technical Learning
- Written Communications

Let **Evoke Development's** team help you:

- Facilitate a wide variety of customized workshops to help your organization and staff learn more about the impact and importance personality has in the workplace.
- Coach individuals and teams in ways to develop, support, or compensate targeted competencies.
- Conduct validation studies for your organization to incorporate personality testing into your selection and performance processes.
- Develop trait profiles to use in the selection process that help maximize your organizational performance by improving the fit of the candidates selected.
- Identify job tasks and competencies and then link individual strengths with job roles and responsibilities.
- Increase awareness of self and others to help build workplace relationships based on understanding and acceptance of others.
- Identify traits and behaviors of team members and discuss optimal interactions (relationships) to improve individual and team performance.
- Help your managers identify different motivations and belief systems of their staff members so they can manage to the individual, not the group.



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To learn more about these and other WorkPlace Big Five Profile 4.0 services offered by **Evoke Development**, contact

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