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Admin POP™

Admin Staff

Interpretation Guide

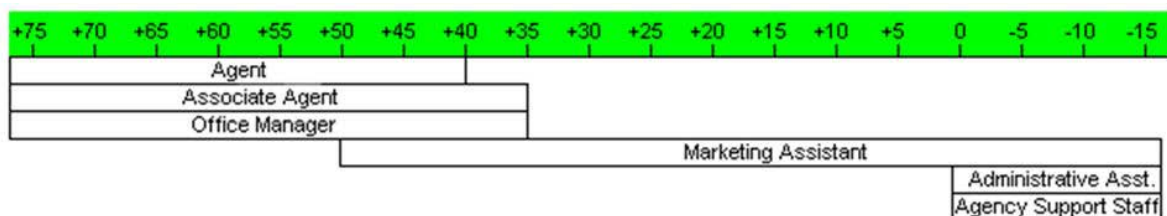
The Admin POP™ Report

The Admin POP™ is for:

- Agent
- Associate Agent
- Office Manager
- Marketing Assistant
- Administrative Assistant
- Agency Staff Support

The Admin POP™ is a state-of-the-art psychometric profiling tool that measures the potential for success and suitability to specific careers in an administrative environment.

The Enterprising Potential (EP) Scale



The Admin POP™ measures:

- Ability to plan, organise and implement
- Self-management (managing his/her time)
- Ability to monitor results
- Past effort history

Self-Management/ Goal Orientation

- Personal planning, personal time management and self-management to achieve specific goals.
- It evaluates the capacity of the person to focus their efforts on tasks to attain daily objectives.
- The amount of information and direction required to accomplish daily tasks.
- This scale assesses the potential of the candidate for the development of their skills in personal planning, time management and self-management to achieve specific goals. It predicts the degree of focusing of personal effort to achieve these goals.

A score of +30 or more:

This score deals with the individual's potential to work within both structured and unstructured situations. A score this high indicates that the person can adapt quickly to an existing structured work situation and deal effectively in a weak or non-existent structure. This person will create their own plan to achieve personal and work goals. They will also be extremely assertive, aggressive, and goal-oriented. They should display a high level of

self-discipline and could be trained to maintain a reasonably consistent level of productive activities without a great deal of ongoing supervision. They may also display new and creative ways to reach objectives and will often be strongly self-evaluative and self-critical of their performance. This person is very goal-oriented and might appear abrasive at times in striving to achieve the desired goals.

Between +29 and +16:

This person will work best in a reasonably well monitored work situation. However, through training they should be able to learn how to manage their time and to discipline themselves to create a basic working structure within a job in which a structure does not exist. They will be somewhat assertive and aggressive, and they will feel a sense of competition within their standards and those standards imposed by the job. This person would be somewhat self-evaluative of performance levels, but not particularly self-critical. While goal-oriented, this person would also seek traditional channels to achieve goals.

Between +15 and +6:

This person will require at least basic structure to their employment to become reasonably productive. Over a long period of time, and with the assistance of a skilled mentor/manager, they might be able to learn how to plan activities and manage time in an unstructured situation to allow them to perform at an acceptable level. They will require **considerable** training and experience to develop both personal time management skills and self-discipline. They are most likely to feel a sense of requirement in terms of the goals imposed on them by the job rather than any general sense of competition with their own standards of performance. This person would be assertive, enterprising and aggressive in specific situations.

Between +5 and +0:

Generally, the EP and Acquiescent scores have strong differences between them. In this case, where they are close to equal, it is probable that this person's performance dependent upon a good system and standard operating procedures. They may be able to commit verbally to relatively high-performance objectives with actual activity and subsequent productivity dependent upon good management guidance. They probably have very modest standards for assessing their own performance and They will respond primarily to the performance standards imposed on them by the job. To excel in a demanding business environment, they would require a highly structured and well-monitored activity program and a strong systematic manager/mentor.

EP negative number (-)

If the number is negative, it does NOT indicate a negative result. It simply indicates that the individual is more suited to the service or support role functions of a competitive work environment.

Between +0 and -5:

Generally, the EP and Acquiescent scores have relatively significant differences between them. In this case, where they are close to equal, it is probable that you will find this

person's performance dependent upon a good working relationship with an empathetic manager who values this type of individual. They may be able to commit themselves to relatively high-performance standards with subsequent productivity varying according to the amount and quality of supervision. They probably have modest personal standards for assessing their own performance and will respond primarily to the performance standards imposed by the nature of the job. To excel in a demanding environment, they will require a well-supervised activity program and a systematic manager/coach.

Between -6 and -15:

To obtain the best performance from this individual, it will be necessary to provide a well-structured, detailed plan of both the job objectives and the specific activities required to satisfy those objectives. Occasionally, a bit of pressure by the supervisor will serve to enhance their performance. However, pressure on a day-to-day basis could be detrimental to their overall performance. They would require a great deal of assistance on a routine basis to cope with an unstructured work situation. This type of individual is mostly directed toward a support type of job rather than a repeating, short-term goal-oriented position.

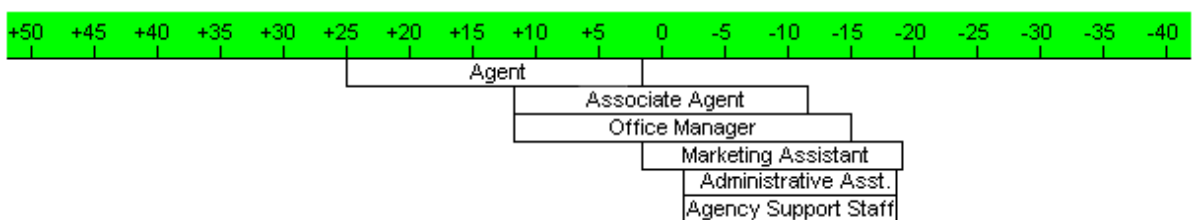
Between -16 and -29:

This person will experience their best chance for success in a work situation that is very specific, well defined and which lays out not only the job objectives, but also the ways and means to achieve those objectives. They will accept the company objectives as laid out for their job. This person will dislike too much short-term, task intensive job pressure and will work most effectively in a relatively unstressed support role. They will be quite easy going, mild mannered, and agreeable. This person is most strongly directed towards a "process" or "support" role rather than an intense, short-term, goal-oriented position.

-30 or less:

To reach and maintain a high level of performance in any position, it is probable that this person will require that the job be extremely well defined and specific in terms of both its objectives and the activities required to attain those objectives. They will respond well to supervision within the workplace if they can relate the supervision to the specific work objective. They are likely to be very considerate, mild-mannered, and agreeable. They would dislike excessive pressure and avoid conflicts of both a personal and business nature. Routine tasks in low demand rather than goal-oriented functions would be ideally suited to this type of person. They are strongly directed toward a "process" or "support" type of position rather than a goal-oriented position.

The Achievement Potential (AP) Scale



This scale measures the motivational structure of an individual. From a motivational perspective, the relative importance of:

- money or financial success
- the satisfaction of meeting a challenge
- the satisfaction of being of service to others
- the need for recognition
- the need for safety and security
- the intensity and durability of the effort
- the commitment that is within the individual's comfort zone

Task Intensity / Motivational Structure

- The AP scale evaluates the intensity and durability of the effort and commitment that the individual is capable of supplying.
- Is candidate motivated and satisfied by income, by challenges, by service to others and by security.
- Predicts task orientation and intensity of goals and the need for long or short-term goals.

The **Achievement Potential (AP)** scale which is derived from the achievement-oriented score assesses the achievement motivation of the person and the degree to which this motivation is expressed as a "money" orientation, a "challenge" orientation, a "service" orientation and/or an orientation towards "safety and security".

A score of +16 or more:

This is an extremely strong result from an achievement perspective. It indicates that this type of person looks for and attempts activities that are very demanding, and which are considerably less than certain in their outcome. They undertake these challenges both because they make them feel good about themselves and because they have the potential for a substantial payoff. Without consistent day-to-day challenges, this person could become a long-term retention issue. They are likely to be extremely ambitious, energetic, hard driving, and determined to succeed. They will like to achieve objectives quickly and go on to new and usually bigger and better tasks. If the objectives of the job are long range rather than short range, they may become disinterested easily. Routine or repetitive tasks would be considered very boring. This type of person is so strongly achievement oriented that they could become irritable or argumentative at times.

Between +15 and +11:

This is a very strong result from an achievement perspective. This type of person is quite determined, restless and ambitious. They will often seek out challenging situations for both the potential payoff (in terms of earnings) and for the enhancement of their personal image (which are obtained from taking on tough challenges and winning in these situations). Generally, they are likely to be quite hard driving and constantly pushing for results. This individual must be achieving on a regular to be happy and satisfied as a long-term member of the team.

Between +10 and +7:

This score displays a high level of drive, energy, and ambition. This person will occasionally seek opportunities to test themselves in a less than certain situations both in business and in their personal life. They are somewhat ambitious, energetic, and hard-driving and will probably find satisfaction in the enhanced self-image that they obtain by attempting tough challenges. They may also get satisfaction through the added income often attached to successfully meeting a challenging situation.

Between +6 and +3:

This is a very balanced motivational structure and ideally suited for service environments that also have a good degree of task orientation. This person has a modest orientation towards the achievement of high-level goals. They may occasionally seek challenging goals but generally will be content with working reasonably hard to reach the objectives set by their employer. They will probably get significant satisfaction from being of service to others. They would be described as somewhat hard-driving, restless, eager, and active. With an effective motivation program, this person could eventually achieve a fairly high level of performance and be a potential long-term employee.

Between +2 and -2:

This person is quite energetic, ambitious, and hard-driving and has a relatively balanced motivational structure that includes both challenge and being of service to others. The ideal approach to motivation and long-term performance level will require a manager to seek out and utilise this person's effective motivators. These will likely include the opportunity to be perceived and appreciated as having given a valuable service to others. On occasion, they may be **somewhat** hard driving, energetic, and ambitious. This person would a dependable and loyal employee in a position that rewarded both performance and process.

Between -3 and -6:

People with this type of score on the AP are usually **satisfied** with moderate income levels rather than working hard to achieve a superior level of income. They obtain much of their day-to-day motivation and satisfaction from others who acknowledge and appreciate the service they render. Generally, this person has indicated that they are substantially motivated by the considerations of others and recognition of a job well done. At times, they may commit to high performance expectations but to maintain high performance goals, the goals must be valuable in a "human" or "self-fulfilling" sense.

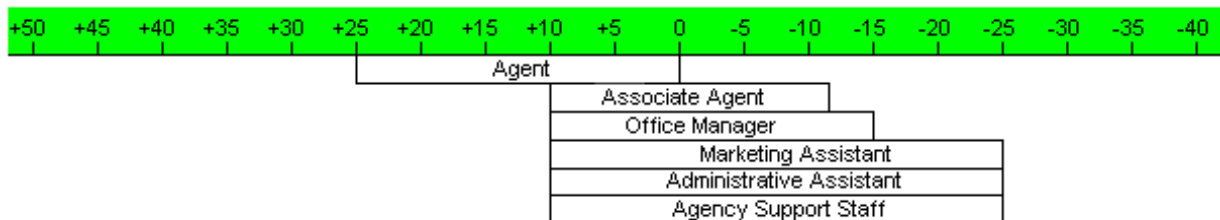
Between -7 and -10:

People who score in this range generally in achieve high performance levels in an occupation which is strongly service oriented. Typically, they will be more successful and satisfied in the long-term, in a job related to the process of doing of business or to developing the capabilities of others, as compared to being in a short-term position solely for achieving financial goals. This type of individual is generally very stable, steady and dependable. They would often be described as a 'pillar of the community'. They should respond well to motivational programs that reward loyalty and dependability.

A score of -11 or lower:

Typically, people with this score are extremely stable, dependable, loyal and predictable. Their strongest and most effective focus will be found in providing a job-related valuable service rather than to the short-term repetitive achievement of specific objectives. Reference checks should reinforce the loyalty and dependability of this individual.

The Independence Potential (IP) Scale



Measures:

- The need for structure and systems
- The need for technical, intellectual, and emotional support from a group or from management
- Independence vs. team orientation

Need for Structure & Systems/Team Orientation:

- Predicts the fit to the structure in a work environment
- The IP assesses the trade-off between the person's level of independence and his/her team orientation the need for group or managerial support
- Indicates the need for standard operating procedures and for consistent feedback

The IP scale assesses the balance between the person's level of independence and their team orientation and predicts the need for group or managerial support for the person. This is an important contributor to the prediction of the long-term retention and the match to a specific management style. A systematic manager would work most effectively with a team-oriented individual who prefers structure, whereas a fluid manager would work best with who prefers to develop his or her own structure

A score of +25 or more:

This person would be described as extremely strong minded, stubborn, demanding, firm, independent, and resolute. They would seek responsibility and dislike constant supervision. This score indicates an individual's interest in developing their own skills and being innovative in developing their own procedures or methods of approaching business, perhaps so much as to conflict with existing company procedures. In the long term, this person will require a great deal of freedom to act.

Between +24 and +15:

This person would be described as quite strong-minded, stubborn, demanding, firm, independent, and resolute. They would occasionally create new structure and systems to achieve objectives and would tend to seek additional responsibilities. This person would

accept minimal supervision and in the long-term relationship, could be difficult to manage for a controlling manager. This person would be most effective in a team that is focussed and task oriented. They would accept only minimum levels of structure and feedback after the initial training and orientation.

Between +14 and +6:

This person would be described as somewhat strong-minded, stubborn, demanding, firm, independent, and resolute. Under moderate levels of supervision, this person could develop some practical alternatives to achieve their objectives. A great deal of structure or very few responsibilities would inhibit this person’s performance. The ideal work environment would include some structure and the opportunity to create new systems in response to new business demands.

Between +6 and -5:

Generally, this type of individual would work well in a group of peers that were similar in nature. They would enjoy a minimal amount of independence that would be expressed as part of an overall team effort. This person would respond to minimal supervision, and on occasion would like to direct the group. The ideal manager would be relatively systematic and provide consistent feedback on a proactive basis. Weekly development interviews would be recommended as an important component of the coaching process

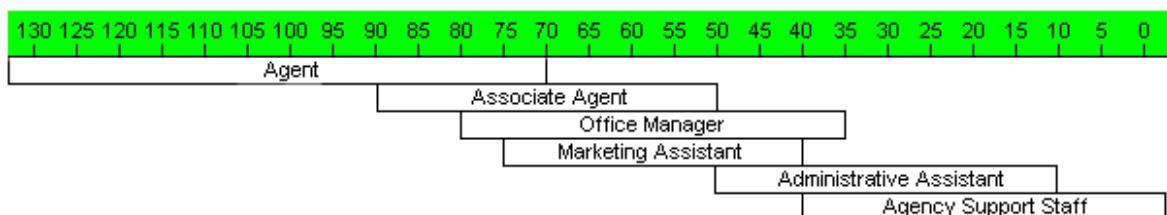
Between -6 and -24:

This person would be described as somewhat cooperative, obliging, efficient, conscientious, painstaking, and team-oriented. They would be a good company person who would generally follow the rules. A stable work environment would be the ideal business setting for this individual. This person would place high value on a very structured work environment that included time-tested business methods and systems. They would work well with a supportive group that valued a good team player.

Score of -25 or lower:

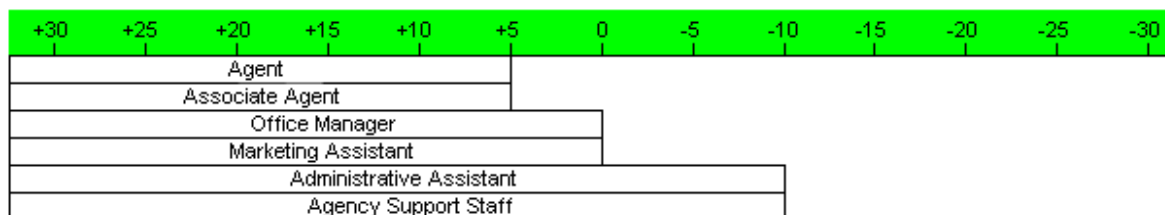
This person would be described as extremely co-operative, obliging, efficient, conscientious, painstaking, and team-oriented. They would follow the company rules and place high value on a stable, systematic work environment. This person would be a good company-oriented employee and an excellent staff member for work assignments that required the individual to keep the day-to-day workflow moving smoothly. People like this require regular performance feedback and will often become dependent upon existing systems. Their satisfaction in a specific work environment will be partially dependent upon relationships with peers and the consistency of supervision.

The Career Fit Score (CF)



The **Career Fit Score (CF)** is a COMPOSITE score reflecting the overall career fit in terms of the IDEAL work environment and MATCH to a specific TYPE of manager. It predicts the position the person is likely to fit the best considering the results on the three primary scales (i.e. EP, AP and IP). It is essential to emphasise that career fit is NOT a judgement of good or bad but rather a general framework for assisting the individual and organisation (manager) in deciding upon the most appropriate career path. Career fit is often an excellent predictor of long-term retention and career satisfaction.

The People Oriented (PO) Score



Measures:

- the preferred style or likely approach to establish relations with other people
- the degree of motivation and satisfaction obtained by the human aspects of the business
- comfort with a new interpersonal relationship and how quickly the individual will develop new relationships

The PO assesses the preferred approach or style of the person and the degree to which they will be motivated and rewarded by the “people contact” aspects of business. When extremely low, it can indicate that the individual might require a long time to develop effective relationships with customers and co-workers. Contributes to the prediction of style not success in a specific position. Assesses the approach or style of the person and the degree to which they will likely be motivated and rewarded by the “people” side of business. This score contributes to the prediction of style not success. When extremely low (-25 and less), it can indicate the potential for the person being uncomfortable with positions that require consistent and regular interactions with a wide range of new customers.

A score of +30 or more:

This person would be described as extremely sociable, enthusiastic, entertaining, cheerful, genial, and outgoing. In addition to being a fluent talker, this person would be comfortable with new people, value social interaction, and as a direct result, make new friends easily. In general, this type of individual is usually a good company representative from a public relations perspective and could communicate with a wide variety of people in many different situations.

Between +29 and +10:

This person would be described as quite sociable, enthusiastic, cheerful, genial and outgoing. Enjoys personal relationships/interactions and would make a good company representative in terms of customer satisfaction and public image.

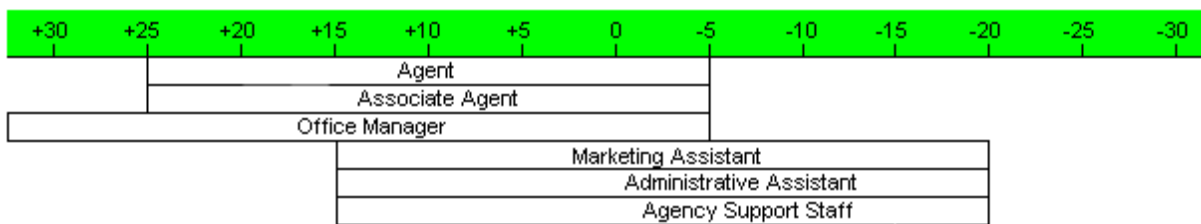
Between +9 and -5:

This person would be described as somewhat sociable, enthusiastic, cheerful, lively, and entertaining. While placing high value on social interactions, this person could be somewhat uneasy in their initial contact with new people and new places. The achievement of goals would come through personal relationships developed over an extended period.

A score of -6 or lower:

A score at this level indicates that this type of person would be best suited in a job that required a lesser amount of interactions with new customers. They would enjoy a position that allowed a great deal of time to develop a relationship with customers and co-workers. The ideal work environment would involve repeated interactions with an existing customer base. This score should be interpreted in relation to the **Analytical Orientation (AO)** scale. A low score on the PO scale is often accompanied by a higher score on the AO scale which indicates a preference for dealing with people from an analytical or factual perspective.

The Analytical Orientation (AO) Score



Measures:

- The interest in learning for its own sake, as an intellectual challenge
- The style or approach to learning and training
- The motivation and satisfaction gained from educational and personal development activities
- The potential and interest to be trained in technical and analytical matters

The AO assesses the technical orientation and style of the person. The higher the number, the more factual and analytical will be the preferred approach with customers and co-workers. The degree in which they will be motivated and rewarded by the educational and the personal development side of the business. The score contributes to the prediction of style not success. An extremely low score can indicate potential problems with extremely detailed work or learning highly technical knowledge. Assesses the learning interests and preferred style of the person and the degree to which they will likely be motivated and rewarded by the technical and intellectual side of business. This score contributes to the prediction of style not success.

A score of +21 or higher:

This person would be described as extremely logical, reflective, analytical, factual, and very practical. They would enjoy solving intellectual challenges by thoroughly investigating

the facts, ideas and concepts associated with a problem. These types of individuals can sometimes be perceived as aloof or secretive.

Between +20 and +1:

This person would be described as quite logical, reflective, analytical, factual, and very practical. A job that required the solving of intellectual or conceptual problems would stimulate this type of person. They would have a flair for technically oriented and/or detailed work.

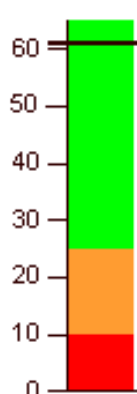
Between 0 and -15:

This person would be described as somewhat logical, reflective, analytical, factual, and very practical. Intellectual challenges would not appeal to this individual unless they had a practical application. Ideas and concepts requiring an in-depth understanding would only motivate this individual if they were in high interest areas. A position that required repetitive attention to detail would not be appealing on a long-term basis.

A score of -16 or lower:

This person displays an average level of technical orientation. Intellectual, conceptual, and detailed work is not particularly appealing unless they had an obvious practical application. They may have trouble in coping with demanding, technically oriented jobs, and may require technical assistance/support when involved in a detailed and complex project.

The Self Directed (SD) Score



Measures:

- the degree to which this person believes that They are in control of his/her own future through their own actions
- their current level of self-confidence

NOTE: *The SD is an attitudinal measure that reflects recent experiences. Therefore, it is NOT source trait like the previous scales and can vary depending upon the person's life experiences.*

The SD assesses the belief of the person to be in control of their own life. When this score is very low (less than +25 and especially if less than +10) it indicates a need for further exploration in the selection process and a need for additional training or management intervention. The SD scale reflects recent life experiences. This measure assesses the belief of the person ability to be in control of their own life. When this score is very low (less than +25 and especially if less than +10), it indicates a need for caution in the selection process and the need for the recruiter to further explore this score. The answers to the questions on page 3 of the assessment form are an excellent guide for the interview. The focus of the interview should be to determine whether it is the right time for the candidate to enter a new career.

Between +25 and +60:

This is a strong SD score and describes a person who takes responsibility for themselves and their performance. It also indicates that this person can accept constructive criticism from others and that they will be constructively critical of their own performance.

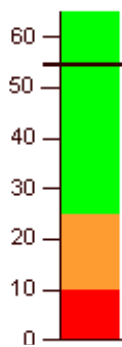
A score of less than 25:

This individual does not feel that they have control over their action and/or future. You may find a low SD score when the person has recently experienced some traumatic life experience such as a totally unexpected job loss, a family break-up, or other serious lifestyle circumstance. Self-confident individuals who are currently leading relatively successful lives generally obtain a high SD score as they feel very much responsible, and in control of their own lives and future.

A score of +61 or higher:

This is a very high score and an aspect of the next interview with the candidate you can explore with them how they have such high level of confidence.

The Call Reluctance (CR) Score



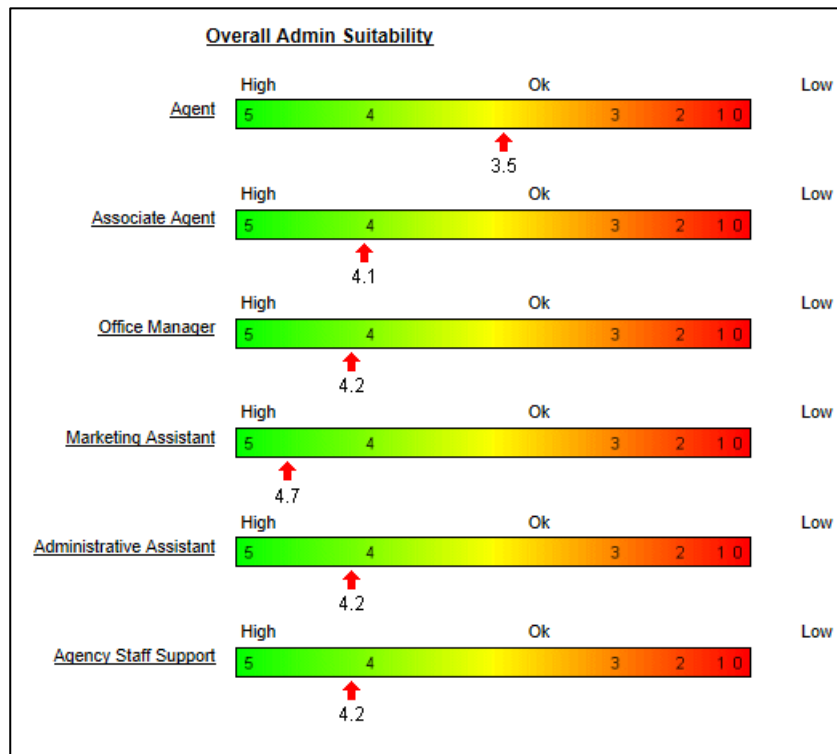
The Call Reluctance scale measures a candidates' attitude towards call reluctance. Like the SD, the CR scale is not a personality trait but rather an attitude that reflects recent experiences. The specific definition of Call Reluctance would be: "an attitude that could influence sales performance".

Our research has shown that everyone has some degree and form of call reluctance. A very high score (>50) on the CR scale could positively influence performance and enhance the chances for success. On the other hand, a low (<25) or cautionary score on the CR scale could negatively influence performance and reduce the chances for success. The CR scale is descriptive rather than predictive. As a result, a recruiter should use the CR scale as a guide during the selection process to assessing the candidate's attitudes toward sales and sales agents. Specific areas of concern with the Call Reluctance scale can be addressed through a review of the candidate's responses on page 3 of the assessment form. The overall **managing call reluctance** score is interpreted as follows:

SCORE	INTERPRETATION
Less than 10	Caution
10 – 25	Some concerns
25 – 35	Good
35 – 50	Above Average
50 plus	Excellent

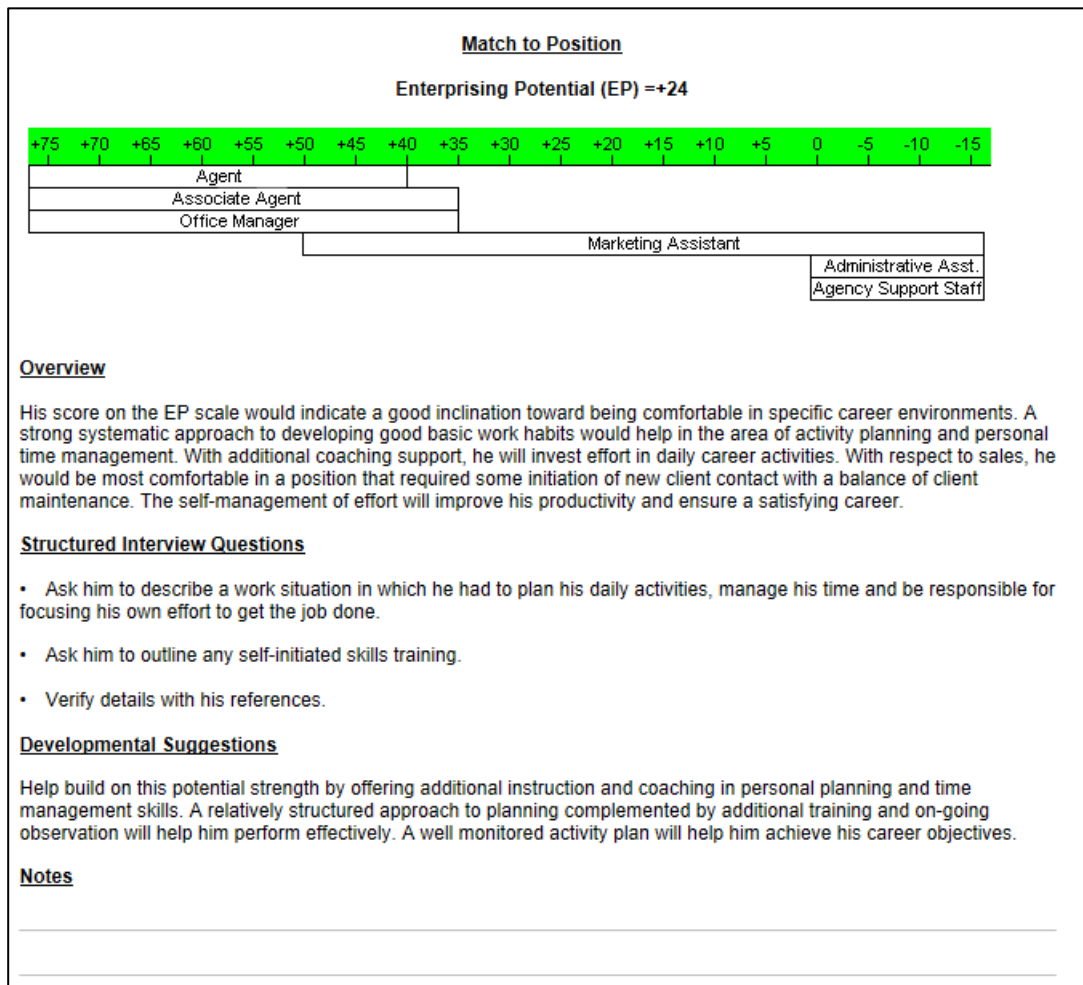
Note: For Agent & Associate Agent positions the CR score can be very important. For the Agent & Agency Support Positions, the questions on attitudes toward sales people & product can be very important.

Overall Agent Staff/Agency Staff Suitability



The Overall Agent/Agency Staff Suitability page represents how well candidates fit into each of the 6 positions noted using results from the EP, AP, IP, CF, PO, AO, SD and CR Scales (see Pages 2 through 8 in the ASP Report). Look at highest scores for each of the positions. Sometimes candidates will be well suited for more than one position. Well-suited would represent a score of 4 or 5.

Match to Position



The Match to Position pages (pages 2-8) in the ASP assessment help in selection and development of a candidate. The pages include three major sections:

- Structured Interview Questions
- Development Suggestions.
- Note section

The notes section can be completed during the selection process and serve as a useful guide for future development and career path.

Candidate Feedback

Your Personal Strengths

In Terms of Enterprising vs Support Role Possibilities

You would be described as quite competitive, enterprising, assertive, aggressive and goal oriented. At times you may find new and different ways to reach your personal and work objectives and you can be self-evaluative of your performance. With appropriate training, you would find that for many aims, objectives or requirements, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach those goals.

In Terms of Your Style & Strength of Various Motivations

You would be described as being motivated primarily by a genuine concern for the well-being and needs of others. People would see you as quite calm, steady, unhurried, predictable, stable and cooperative. Given an opportunity to focus your efforts on the achievement of some meaningful and perhaps demanding, long term 'people-oriented' goals, you could become a very loyal, dependable and dedicated member of the team delivering the product or service. Generally your motivational pattern will produce the greatest personal satisfaction and your best performance in positions requiring ongoing commitment to goals which you feel have real merit in alleviating the distress or adding to the quality of life of the people who receive the results of your efforts.

In Terms of Your Independence vs Your Need to Be in the 'Team'

You would be described as cooperative, obliging, efficient, conscientious, painstaking and team oriented. You would follow company rules and highly value security in your work. You must be careful not to allow a heavy dependency to develop between you and your fellow workers and/or your supervisor.

In Terms of Your Orientation Towards the 'People' Side of Business

You would be described as extremely sociable, entertaining, cheerful, genial and outgoing. In addition to being a fluent talker, you would be comfortable with new people, value social interaction and make new friends easily. Generally, you would be a good company representative and have the ability to communicate with a wide variety of people in a number of different functions. Being extremely sociable could make you somewhat sensitive to rejection.

In Terms of Your Orientation Towards Technical & Practical Concerns

You would be described as quite logical, reflective, analytical, factual and practical. A job requiring the solving of intellectual or conceptual problems would stimulate a person such as yourself. You would have a flair for technically oriented and detailed work. Taking on challenges to learn and use new information in a field that interests you would be rewarding in itself.

The Candidate Feedback section explains the results of the ASP Questionnaire in a way that is suitable for candidates as opposed to managers.

Often candidates seek feedback from their assessment results and as such, this section is very suitable for that purpose. It is often beneficial to let the candidate read this section and ask whether the overview is accurate. This establishes descriptive validity.

APPENDIX A – Word Definitions

1. Self-Managing - taking responsibility for self; acting on own authority
2. Disliking Pressure - feeling anxious when under stress
3. Talkative - inclined to talk a great deal
4. Curious - eager to know or find out
5. Argumentative - fond of arguing or debating
6. Calm - peaceful; tranquil
7. Innovator - one who introduces new things or who makes creative changes
8. Diplomatic - skilful in peaceful and pleasant dealings with others; tactful
9. Self-Confident - trusting and believing in one's own ability
10. Uninvolved - avoiding completely being engaged in or occupied with anything
11. Outgoing - friendly; extroverted
12. Reflective - thoughtful; meditative
13. Eager - full of desire
14. Steady - dependable in one's work; reliable
15. Persistent - not giving up; persevering
16. Painstaking - making careful and diligent effort
17. Outspoken - bold of speech; frank
18. Mild Mannered - gentle; kind; not severe with others
19. Humorous - funny; amusing; comical
20. Precise - exact; accurate; definite
21. Irritable - easily annoyed or angered; cranky
22. Patient - enduring delay without complaint; tolerant
23. Unconventional - not bound by custom, convention or fixed rules
24. Obliging - willing to do favors; helpful
25. Enterprising - willing to start new projects; full of initiative; energetic
26. Wanting Security - wanting freedom from anxiety; wanting certainty
27. Socially Skilled - experienced in dealing with people in social situations
28. Logical - thinking and acting in expected ways, sound judgement
29. Risk Taker - one who takes chances or risks
30. Methodical - inclined to be extremely orderly or systematic
31. Persevering - to continue in spite of difficulties; to persist in purpose
32. Devoted - loyal; dedicated
33. Plenty of Fight - persistence; willingness to persevere
34. Modest - having a moderate estimate of oneself; not grand or showy
35. Making Friends - one who becomes acquainted with new people quickly and easily
36. Analytical - making careful examination; capable of seeing the connections between the parts or elements of things
37. Striving to Improve - trying hard to be better

38. Predictable - to act in expected ways
39. Strong-Minded - firmly independent in judgement; having a mind of one's own
40. Anxious to Please - strongly desirous of being seen as agreeable; wanting to give pleasure or happiness to others
41. Individualistic - to act and think on your own; to be strikingly different in thought
42. Thoughtful - considerate of others; kind
43. Liked by Others - popular; one whose personal contact is highly valued
44. Realistic - tending to be concerned chiefly with facts and practical matters
45. Dissatisfied - discontented; not satisfied
46. Unchanging - unlikely to change behaviour or attitudes
47. Independent - not easily influenced by others
48. Thorough - accurate; complete to the fullest degree
49. Venturesome - willing to take risks; daring
50. Considerate - thoughtful of others
51. Lively - full of life; active; vigorous
52. Factual - interested in facts; basing decisions on reality
53. Changeable - able to be made different; easily changed or altered
54. Steadfast - steady; constant; unchanging
55. Disliking Supervision - having a feeling against being watched over or being controlled
56. Easy on Others - ready to accept others without reservation; not critical
57. Opportunist - quick to grasp opportunities
58. Careful - taking heed; cautious; mindful
59. Genial - kindly; sympathetic; cordial
60. Working Well Alone - able to complete tasks effectively and entirely on one's own
61. Liking Variety - seeking and enjoying different circumstances and things
62. Dependable - reliable; trustworthy
63. Stubborn - fixed in an opinion; not easy to change
64. Systematic - careful and orderly in one's work or habits; methodical
65. Pushing for Results - demanding strong and continuing efforts of oneself and others to achieve objectives
66. Cautious - taking care to avoid danger; heedful
67. Affable - courteous; friendly
68. Direct - straightforward; open
69. Plenty of Drive - full of energy and ambition
70. Composed - not flustered or excited; calm
71. Decisive - definitive; resolute; conclusive
72. Following the Rules - knowing and being guided by rules and regulations
73. Will to Win - commitment to strive as hard as possible to ensure being successful

74. Avoiding Conflicts - taking all steps necessary to ensure that no distress or disagreement occurs
75. Mixing with People - being comfortable at meeting new people under a variety of circumstances
76. Interested in Ideas - finding satisfaction in new thoughts, knowledge and ideas
77. Active - given or inclined to action; lively
78. Unruffled - not disturbed or upset; composed
79. Taking Initiative - starting something new; taking the lead
80. Willing to Help - Indicating an interest and doing supportive things for others
81. Assertive - self-assured; outspoken
82. Caring About Others - concerned for the happiness and well-being of other people
83. Liking People - finding satisfaction in interactions with others
84. Quiet - tranquil; composed
85. Disliking Routine - dissatisfaction with repetitive activity
86. Constant - steadfast; unchanging
87. Resisting Pressure - unyielding or yielding unwillingly to demands
88. Agreeable - ready or willing to agree; pleasant
89. Ambitious - full of ambition; determined to succeed
90. Good Listener - seen by others as attentive, concerned and considerate
91. Happy - having or expressing pleasure, joy or contentment
92. Disciplined - exercising strict training of mind and character
93. Restless - always active
94. Faithful - loyal; conscientious
95. Disliking Detail - finding dissatisfaction when forced to attend to finely specified matters
96. Co-Operative - working or willing to work with others for common goals
97. Making Things Happen - being directly involved or a catalyst in creating activity
98. Accepting - willing to give approval
99. Enthusiastic - full of zeal; ardent interest; eager
100. Self-Controlled - in control of one's desires, acts and emotions
101. Reacting Quickly - responding at once to situations or circumstances
102. Unhurried - not showing haste; moving deliberately and carefully
103. Firm - not easily changed; steadfast
104. Easily Hurt by Criticism - susceptible to being made unhappy by the negative observations of others
105. Person of Action - quick to respond; taking the initiative
106. Very Agreeable - wanting to be seen as accepting of others
107. Fluent Talker - able to speak eloquently and be easily understood in normal conversation

108. Research Oriented - analytical; interested in knowing as much as possible about a topic
109. Impatient - lacking patience; wanting results quickly
110. Easily Pleased - obtaining satisfaction from simple things and modest gains
111. Resolute - having a fixed purpose; determined; firm
112. Liking Supervision - finding satisfaction working under close guidance
113. Leader - one who inspires others to action
114. Disliking Risks - feeling uncomfortable with situations where success is uncertain or unlikely
115. Influencing Others - able to win others over to one's viewpoint
116. Intellectual - having or showing intelligence; a strong interest in mental challenges and activities
117. Can't Sit Still - always in action; restless
118. Unemotional - not easily excited; not easily stirred to emotion
119. Wanting Responsibility - seeking the opportunity to be responsible for efforts and results
120. Needing Security - seeking stability in life circumstances
121. Taking Command - assuming the role of leader
122. Very Tolerant - accepting of others and circumstances
123. Personality Plus - having a positive, warm approach to others which is gladly received by them
124. Unobtrusive - easily overlooked; not intruding at all
125. Working Well Under Pressure - able to complete tasks accurately within strict time deadlines
126. Very Stable - steady; dependable
127. Having Strong Opinions - holding and vigorously expressing personal points of view
128. Good Follower - able to take direction from others as leaders
129. Aggressive - forceful; vigorous; pushy
130. Selfless - having no thought of oneself; entirely unselfish
131. Entertaining - amusing; pleasing
132. Very Practical - always concerned with the utility of information; sensible
133. Working at Top Capacity - doing and achieving as much as possible
134. Enjoying Routine - finding satisfaction in repetitive tasks
135. Wanting Authority - seeking the opportunity to be in command of others
136. Compliant - inclined to agree; obliging
137. Competitive - always comparing oneself to personal and external standards of effort and accomplishment; striving to win
138. Evasive - not frank or straightforward in discussion with others
139. Persuasive - capable of influencing or convincing
140. Secretive - inclined to keep things to oneself; not forthcoming

141. Hard Driving - always pushing oneself to higher activity and performance levels
142. Relaxed - easy-going; lacking tension
143. Not Yielding to Pressure - standing firm and unchanging in the face of forces pushing for change
144. Perfectionist - one who sets extremely high standards for himself or others
145. Determined - resolute; committed
146. Placid - calm; peaceful
147. Affectionate - having or expressing love; kind; tender
148. Aloof - standing distant or apart; detached
149. Alert - watchful; ready to act
150. Contented - satisfied; happily resigned to the current situation
151. Demanding - insistent; hard to please
152. Conscientious - diligent; acting according to convictions
153. Energetic - full of energy; vigorous
154. Uncompetitive - lacking in a sense of competition; not comparing oneself to other standards of performance
155. Charming - delightful; fascinating; pleasing
156. Fault-Finding - always looking for faults and problems
157. High-Strung - nervous; tense
158. Easy Going - calm; relaxed; not easily disturbed
159. Hard-Headed - strongly opinionated; unwilling to change thoughts and feelings
160. Efficient - capable; competent; producing the desired results with the appropriate amount of time and effort
161. Forceful - powerful; capacity for exerting strength
162. Distractible - able to be easily diverted in one's attention
163. Cheerful - in good spirits; full of joy
164. Frank - open and direct with thoughts or feelings; candid
165. Impulsive - inclined to act suddenly
 - a. Leisurely - with no hurry; easy-going
166. Rebellious - resisting control; defiant
167. Loyal - faithful; dependable

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