wpi
job match

■ Work ■ Personality Index

Trait Survey

Personalize this Booklet

NAME

ORGANIZATION

POSITION BEING ANALYZED

DATE

YOUR RELATIONSHIP TO THE POSITION BEING ANALYZED

❍ **Incumbent**

❍ **Manager/Supervisor**

❍ **Subordinate**

❍ **Other** _____

Introduction

The WPI Trait Survey is designed to help organizations identify the personal characteristics that are important for effective performance in a specific job. On this survey you are asked to identify the personality traits that candidates should have in order to be successful on the job. You have been asked to complete this survey because of your knowledge about the specified position, and what is required for successful performance of the tasks involved. This information will be used by the WPI Job Match System to create a job profile that will guide future personnel selection for the position.

On the following pages, the 17 WPI personality traits are defined, along with two rating scales. The first scale requires you to rate the optimal range of scores necessary for effective job performance. The second scale asks you to rate the importance of the trait for the position.

Please read the instructions carefully.

Identifying the optimal range of scores

The 17 WPI traits are rated using scores that range from 1 to 10. The traits' meanings are best captured by reading the descriptions of people whose scores fall at opposite ends of each dimension. Descriptions of both high and low scoring individuals for each WPI trait are provided on pages 4-12 in this survey. When determining the optimal range of scores for a position, you should pay careful attention to the behaviors required for success.

One should not assume that low scores are "bad" and high scores are "good." Rather, a score should be thought of as descriptive of an individual's personality style, and selected according to how well that style fits the requirements of the position. When selecting scores that fall in the 1-3 range or 8-10 range, the descriptions listed at that end of the scale should be strongly characteristic of successful workers. Selecting scores that fall in the 4-7 range suggest that the best workers show a few of the tendencies and behaviors found at both ends of the scale.

Identify the optimal range of scores by circling the numbers that correspond to the ideal range. When selecting these scores, you should circle at least 2 consecutive numbers. For example, if the job requires people who are very driven, ambitious, and competitive, you should circle 9-10, not only 10.

It is important that you circle all the scores that you believe are related to successful performance. For example, if people with slightly above average and high levels of a trait can be effective, circle scores 7-8-9-10. If people with both average and low levels of a trait can be effective, circle scores 1-2-3-4-5-6.

While some high or low scores sound more desirable, an extreme score on any given dimension includes both positive and negative elements. For example, while being flexible is generally considered positive, some jobs are performed better by people who value order and predictability. Flexible people often have difficulty with routine, and may become bored and unmotivated in jobs with little variety. In some cases extreme scores are not effective. For example, while successful sales people tend to be ambitious, those with too high a level of ambition can be pushy and overly competitive. As a result, the most effective candidates may have scores that fall in the range of 6-7-8.

Rating the importance of the trait

Next, you need to specify the importance of each trait. The importance scale requires you to determine how important the attributes you specified are to performance of the job in comparison with the other traits. It is unlikely that all 17 personality traits are equally important for any given job. Instead, some of the 17 traits will be essential for success while others may not be applicable. The importance scale is anchored as follows:

0 – Not Applicable. This rating is used for traits that are not related to successful performance.

1 – Helpful. This rating is used for traits that have little importance but are helpful for successful completion of the job.

2 – Somewhat Important. This rating is used for traits that have some importance but are given low priority.

3 – Important. This rating is used for traits that are of average importance relative to other traits, but are not given high priority.

4. Very Important. This rating is used for traits that are important for successful completion of the work. These traits receive higher priority than other traits, but are not the most important traits.

5. Essential. This rating is used for traits that are essential for successful job performance.

After having identified the optimal range of scores and importance for a trait, the completed form should look similar to Figure 1.

Figure 1 - How to complete the Job Match Trait Survey

These paragraphs provide a description of people whose scores fall in the low, high and middle areas of the scale. Use these descriptions to help identify what characteristics are required to be successful.

Stress Tolerance

This dimension helps identify the level of stress tolerance required to be successful.

People with low scores quickly experience stress and anxiety. When faced with many tasks or high pressure work they become nervous and tense. They tend to be effective in positions where stressful work situations are rarely encountered.

People with high scores tolerate stress well. They are able to cope with many demands and react calmly to stressful situations. They tend to be effective in high pressure positions that require incumbents to effectively balance a large number of demands.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Effective in tasks with little stress   1   2   3   4   5   (6)(7)(8)   9   1 0   Effective in tasks with lots of stress

Step 2. Circle the number that indicates how important this trait is.

0	(1)	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Specify the range of scores needed to be successful by circling at least 2 consecutive numbers. Make sure to circle all the scores you believe are related to successdul performance.

Specify how important the characteristics you identified are. Circle 5 only when they are essential. Circle 0 when they are not applicable.

On the following pages you will find 17 trait. Please read the descriptions carefully before making your decision. Please complete all 17 sets of ratings.

Ambition

This dimension helps identify the level of ambition required to be successful.

People with low scores focus on achievable, less ambitious targets. They are easy-going and noncompetitive, and prefer jobs with limited demands. They are effective in positions with undemanding tasks and where there is little room for advancement.

People with high scores set difficult goals and work hard to reach them. They are driven and competitive, preferring work that is challenging and there are many opportunities for advancement. They are effective at competitive jobs with demanding responsibilities.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Easy-going, noncompetitive and content with limited responsibilities.	1 2 3 4 5 6 7 8 9 10	Driven, competitive, and like demanding challenges.

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Initiative

This dimension helps identify the level of initiative required to be successful.

People with low scores prefer stable responsibilities and undertake new projects only after discussions with others. They are effective in positions where their work tasks rarely change and where they are not required to identify opportunities or take on new responsibilities.

People with high scores are proactive and start projects without help from others. They are willing to take on extra work and quickly take initiative. They are effective in positions where identifying opportunities and taking on new challenges is necessary.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Maintains status quo, likes stable work responsibilities	1 2 3 4 5 6 7 8 9 10	Proactive, likes seizing new opportunities

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Flexibility

This dimension helps identify the level of flexibility required to be successful.

People with low scores value order, structure and routine. They prefer work environments with little change and stick with proven methods. They are effective in positions where the work is repetitive and change is slow and incremental.

People with high scores value variety and novelty. They prefer work environments with lots of change where they can try new things. They are effective in positions where the work requires them to adapt quickly, and change is fast and comprehensive.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Value order, structure and routine   1   2   3   4   5   6   7   8   9   10   Value flexibility, variety and novelty

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Energy

This dimension helps identify the level of energy required to be successful.

People with low scores prefer work that progresses at a steady pace and does not require lots of energy. They enjoy jobs where the work environment is relaxed. They are effective in positions where there is little pressure and tasks are easy and straightforward.

People with high scores prefer work that is mentally/physically demanding. They are very energetic and work well under pressure. They are effective in positions with many demands where they must balance a large number of activities.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Prefer work that is easy and low pressured   1   2   3   4   5   6   7   8   9   10   Prefer work that is demanding and high pressured

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Leadership

This dimension helps identify the level of leadership required to be successful.

People with low scores avoid leadership positions and prefer to work in the background. They rarely tell others what to do and dislike giving directions. They are effective in supportive positions where other people are in charge.

People with high scores assume leadership positions and like influencing others. They do not hesitate to provide guidance and direction to others. They are effective in positions where they need to take charge and tell others what to do.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Prefer work with no leadership requirements.   1 2 3 4 5 6 7 8 9 10   Prefer work with lots of leadership requirements.

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Persistence

This dimension helps identify the level of persistence required to be successful.

People with low scores prefer tasks that can be completed quickly and have few obstacles to overcome. They rarely commit themselves to difficult projects that are not worth the resources to complete. They are effective in positions where little persistence is required.

People with high scores enjoy overcoming challenges and are very persistent. They keep trying to solve problems, no matter how difficult they are. They are effective in positions where many obstacles need to be overcome and lots of persistence is required.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Prefer work that requires little persistence   1 2 3 4 5 6 7 8 9 10   Prefer work that requires lots of persistence

Step 2. Circle the snumber that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Attention to Detail

This dimension helps identify the level of attention to detail required to be successful.

People with low scores focus on global problems and solutions. They rarely concern themselves with minor details and are willing to cut corners to get things done on time. They are effective in positions where detailed work is minimal.

People with high scores focus on minor details and are perfectionists. They are well organized, adopt a methodical approach to tasks, and rarely cut corners. They are effective in positions where the use of detailed information is extensive.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Focus on global issues   1   2   3   4   5   6   7   8   9   10   Focus on specific details

---

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

---

Rule-Following

This dimension helps identify the level of rule-following required to be successful.

People with low scores are casual about work procedures and codes. They treat rules as general guidelines, and are willing to ignore them if they hinder their work. They are effective in positions where procedures are frequently adjusted to meet new demands.

People with high scores strictly follow rules and work procedures. They enjoy work that is conducted according to specific guidelines, and follow them even when personally inconvenient. They are effective in jobs where work policies must be strictly followed.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Not restricted by rules   1   2   3   4   5   6   7   8   9   10   Follow specific guidelines

---

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Dependability

This dimension helps identify the level of dependability required to be successful.

People with low scores are casual about deadlines and are willing to shift priorities and leave work unfinished. They are willing to adjust their work schedule frequently in order to meet pressing needs. They are effective in positions where priorities change frequently.

People with high scores place a lot of importance on meeting deadlines and following through on commitments. They are very dependable, responsible and conscientious. They are effective in positions where all obligations and deadlines must be met.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Casual about deadlines, willing to shift priorities   1   2   3   4   5   6   7   8   9   10   Meet all obligations and deadlines

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Teamwork

This dimension helps identify the amount of teamwork required to be successful.

People with low scores prefer to work alone and feel hampered when working on teams. They work well by themselves and would rather avoid working closely with others. They are effective in positions where most of the work needs to be completed independently.

People with high scores prefer to work with others in cooperative environments. They like helping others reach their goals and encourage people to work together. They are effective in positions where most of the work is completed by teams or groups of people.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Prefer to work independently   1   2   3   4   5   6   7   8   9   10   Prefer to work closely with others

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Concern for Others

This dimension helps identify the level of concern for others required to be successful.

People with low scores are reluctant to get involved with individual's problems. They take a logical approach to problems and do not concern themselves with others' feelings. They are effective in positions where tough decisions that impact people negatively need to be made.

People with high scores are sympathetic and quickly pick up on the feelings of others. They are very willing to lend a helping hand and provide support to people. They are effective in positions where gauging the thoughts and feelings of others is important.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Tough-minded 1 2 3 4 5 6 7 8 9 10 Caring and sensitive

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Outgoing

This dimension helps identify the level of outgoingness required to be successful.

People with low scores prefer to work in small groups and are uncomfortable meeting lots of new people. They rarely call attention to themselves and like having time alone to reflect on their work. They are effective in positions with few personal interactions.

People with high scores enjoy meeting new people and working with others. They are talkative and outgoing, and like meeting new people. They are effective in positions that require meeting and working with people extensively.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Introverted, rarely seek people out 1 2 3 4 5 6 7 8 9 10 Extraverted, enjoy meeting people

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Democratic

This dimension helps identify the level of independent decision making required to be successful.

People with low scores like making important decisions on their own. They work efficiently when given full responsibility for their tasks and dislike close supervision. They are effective in positions where there is little supervision and they determine how to best complete their work.

People with high scores like consulting people when making important decisions. They look to others for guidance and are willing to use others' ideas. They are effective in positions where there is some supervision and decisions are made through consultation.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Make decisions independently 1 2 3 4 5 6 7 8 9 10 Make decisions through consultation

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Innovation

This dimension helps identify the level of creativity required to be successful.

People with low scores use established ways of working and are suspicious of new or unconventional ideas. They are pragmatic, grounded and not very creative. They tend to be effective in positions where there is little need to be original or innovative.

People with high scores are creative and develop many original ideas. They are very open to new or unconventional ideas, and enjoy solving complex problems. They tend to be effective in positions where creativity and innovation are necessary.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Pragmatic and grounded 1 2 3 4 5 6 7 8 9 10 Creative and innovative

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Analytical Thinking

This dimension helps identify the level of analytical thinking required to be successful.

People with low scores rely on their intuition and make quick decisions. They are spontaneous and willing to make choices with limited information. They tend to be effective in positions where incumbents need to be decisive and decisions made quickly.

People with high scores gather as much information as possible before making decisions. They are logical, cautious and deliberate. They tend to be effective in positions where mistakes can lead to serious consequences.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Decisive, spontaneous   1   2   3   4   5   6   7   8   9   10   Logical, cautious

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Self-Control

This dimension helps identify the level of self-control required to be successful.

People with low scores are very open with their thoughts and feelings. They are outspoken and quickly show if they are upset or happy. They tend to be effective in positions where self-control is not required.

People with high scores maintain their composure. They deal with problems in a calm and easy manner, and rarely lose control of their emotions. They tend to be effective in positions where high levels of self-control are required.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Open with thoughts and feelings   1   2   3   4   5   6   7   8   9   10   Maintain composure, slow to anger

Step 2. Circle the number that indicates how important this trait is.

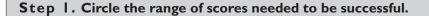| 0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential

Stress Tolerance

This dimension helps identify the level of stress tolerance required to be successful.

People with low scores quickly experience stress and anxiety. When faced with many tasks or high pressure work they become nervous and tense. They tend to be effective in positions where stressful work situations are rarely encountered.

People with high scores tolerate stress well. They are able to cope with many demands and react calmly to stressful situations. They tend to be effective in high pressure positions that require incumbents to effectively balance a large number of demands.

People with scores in the middle show a few of the tendencies and characteristics found at both ends of the scale.

Step 1. Circle the range of scores needed to be successful.

Effective in tasks with little stress   1   2   3   4   5   6   7   8   9   10   Effective in tasks with lots of stress

---

Step 2. Circle the number that indicates how important this trait is.

0	1	2	3	4	5
Not Applicable	Helpful	Somewhat Helpful	Important	Very Important	Essential