

The

# Interviewer's Guide

To



HIRE<sup>TM</sup>  
SUCCESS

## TABLE OF CONTENTS

<b>PERSONALITY PROFILE.....</b>	<b>1</b>
OVERVIEW.....	1
UNDERSTANDING THE FOUR PERSONALITY TYPES.....	2
<i>The “X” Personality.....</i>	2
<i>The “A” Personality.....</i>	3
<i>The “B” Personality.....</i>	5
<i>The “C” Personality.....</i>	7
<i>The “D” Personality.....</i>	8
<i>Application of the 4 Basic Types.....</i>	10
OBJECTIVES OF USING THE PERSONALITY PROFILE.....	11
PREVALENCE OF THE DIFFERENT PERSONALITY TYPES.....	12
TEMPERAMENT DISTRIBUTION WITHIN THE 4 PERSONALITY TYPES.....	14
PERSONALITY CONFIDENCE FACTOR.....	15
<b>TRAIT SCALES.....</b>	<b>16</b>
OVERVIEW.....	16
TRAIT RANGES.....	17
HOW TRAIT VALUES ARE DETERMINED.....	17
TRAIT SCALE CONFIDENCE SCORES.....	19
UNDERSTANDING TRAIT SCALE CONFIDENCE FACTORS.....	20
<i>what makes a “high” confidence factor.....</i>	20
<i>HOW A CONFIDENCE FACTOR BECOMES “LOW”.....</i>	20
<i>WHAT DOES LOW OR BELOW AVERAGE CONFIDENCE MEAN?.....</i>	21
<i>IS “FAIR” CONFIDENCE GOOD OR BAD?.....</i>	21
DEFINING THE TRAITS.....	22
<i>Introverted – Extroverted.....</i>	22
<i>Unorganized – Organized.....</i>	22
<i>Cautious – Risk Taker.....</i>	22
<i>Indecisive – Decisive.....</i>	23
<i>Inflexible – Adaptable.....</i>	23
<i>Merciless – Compassionate.....</i>	23
<i>Deliberate/Planner – Spontaneous.....</i>	24
<i>Lives for Today – Goal Oriented.....</i>	24
<i>Reactive – Proactive.....</i>	24
<i>Avoids Change – Likes Change.....</i>	25
<i>Unpersuasive – Persuasive.....</i>	25
<i>Delegates Details – Detailed.....</i>	26
<i>Avoids Stress – Thrives on Stress.....</i>	26
<i>Needs Reassurance – Self Confident.....</i>	26
<i>Intolerant – Tolerant.....</i>	27
<i>Team Player – Works Independently.....</i>	27
<i>Passive – Aggressive.....</i>	27
<i>Skeptic – Promoter.....</i>	27

**PERSONALITY PROFILE REPORTS.....28**

SUMMARY REPORT.....29

*Personality Section* .....29

*Trait Section*.....29

OVERVIEW REPORT .....30

*Primary Personality General Description*.....30

*Custom Personality Overview*.....31

*Trait Descriptions*.....31

SAMPLE INTERVIEW QUESTIONS .....33

QUESTION BACKGROUND INFORMATION.....33

**BASELINE FILES .....34**

SUCCESS TRAITS .....34

AUTOMATED UTILITY .....35

MANAGEMENT INVOLVEMENT .....36

COVERING THE BASES .....37

PROPER USE OF EMPLOYMENT TESTING.....39

THE 80/20 RULE .....40

CONTACTING HIRE SUCCESS .....41

HIRE SUCCESS®  
Employment Testing System



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## PERSONALITY PROFILE

### OVERVIEW

The HIRE SUCCESS® System is an adjective based self assessment designed to identify key business-oriented personality characteristics and traits. All tests are administered online from any internet-capable device, such as a PC, Mac, Smartphone, Tablet, etc. The online test form allows a Candidate, or Employee, to assess to what the degree each of 100 adjectives applies to them at Work. Using a 5 point scale, the Candidate decides if an adjective applies to him or her by entering the value of “1” on the Personality Profile Form if the adjective often applies. If the Adjective seldom, if ever, applies, they may enter the value of “5” next to that word. Values of 2-4 may be used to express varying degrees of applicability between “Often” (1) and “Seldom” (5). The five point scale offers the Applicant with the ability to provide an accurate assessment of applicability for each of the 100 adjectives on the Profile Form.



Once the candidate (or job applicant) completes the Online Form, the answers are immediately sent to the HIRE SUCCESS® Online Scoring Center. There the Personality “Engine” applies the self-assessment data to lists of characteristics that describe each of Four “Traditional” Personality Types. These personality types can be traced back to the “father of medicine”, Hippocrates, in ancient Greece over two-thousand years ago.

Hippocrates named the Four Personality types after body fluids: the Choleric, the Melancholic, the Phlegmatic and the Sanguine.

Many different descriptions have been given to the 4 personality types since Hippocrates, but the HIRE SUCCESS® System uses a simple A-D nomenclature. Please refer to the Table 1 to see a cross-reference between the HIRE SUCCESS® Personality Types (“A”, “B”, “C” and “D”) and those of other common Personality tests and theories. If you are familiar with any of these, it should make understanding the HIRE SUCCESS® System even easier.

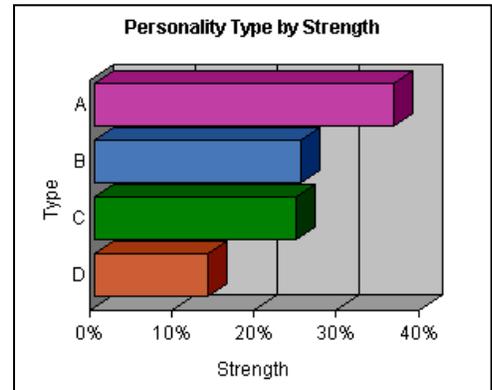
To help better understand the 4 Basic Temperaments, we have included some well-known cartoon and comic strip characters, as well as characters from the Bible. Hippocrates first developed the theory in about 370 BC and Plato was known for the same types in about 340 BC with different descriptors. Over the years, many descriptions were used; however, they all typically describe the same 4 basic Personality Temperaments.

In the chart below, we have attempted to offer many of these for comparative purposes and to help you paint a better picture in your own mind of what each type is like. We have attempted to make these comparisons as accurate as possible as they relate to the Hire Success Temperaments of A-B-C-D in the simplest form.

HIRE SUCCESS® SYSTEM	<b>A</b> Director	<b>B</b> Socializer	<b>C</b> Thinker	<b>D</b> Supporter
<b>Hippocrates</b>	Choleric (Yellow Bile)	Sanguine (Blood)	Melancholic (Black Bile)	Phlegmatic (Phlegm)
<b>Plato</b>	Guardian	Artisan	Scientist	Philosopher
<b>Jung</b>	Sensor	Intuitior	Thinker	Feeler
<b>DISC</b>	"D" Direct / Controlling	"I" Direct / Supporting	"C" Indirect / Controlling	"S" Indirect / Supporting
<b>Insight</b>	Blue	Green	Gold	Orange
<b>Myers-Briggs</b>	ENFJ, ENFP, INFJ, INFP	ENTJ, ENTP, INTJ, INTP	ESTJ, ESFJ, ISTJ, ISFJ	ESTP, ESFP, ISTP, ISFP
<b>Enneagram</b>	Adventurer / Achiever	Helper / Romantic	Asserter / Perfectionist	Peacemaker / Observer
<b>PSI</b>	Controller	Promoter	Analyst	Supporter
<b>Biblical Characters</b>	Paul	Peter	Moses	Abraham
<b>Cartoon / Comic Characters</b>	Lucy / Rabbit	Snoopy / Tigger	Linus / Eeyore	Charlie Brown / Whinny the Pooh

## UNDERSTANDING THE FOUR PERSONALITY TYPES

The approach taken by the HIRE SUCCESS® System is that each person is a unique combination of all Four Personality Types. Rather than put descriptive “labels” on people, we chose to keep it simple and refer to the various personalities as “A”, “B”, “C” and “D”. Because the Applicant is instructed to respond to the Personality Profile Form based on how they are “At Work”, the result will indicate which of the 4 types they draw from most, and in varying degrees to the least.



On the Summary Report, a bar chart is provided similar to the example at the right, along with a Relative “Strength” of each of the 4 Personality types (or Temperaments) displayed as a percentage of the whole (100%) person. The higher the percentage, the “stronger”, or more dominant that personality type is in relation to the other Temperaments. When two or more personality types are close, or the same, in strength, the Applicant may exhibit strong characteristics of each of the types somewhat equally.

### THE “X” PERSONALITY

Whenever two or more Personality types are equal in strength, the HIRE SUCCESS® System will add an “X” to those personality types. For example, if an Applicant’s two highest strength Personality Types were “A” and “B”, the System would report them as “AX” and

“BX”. In the extremely rare event that all four types were identical, the Applicant would be considered an “X” personality type by HIRE SUCCESS®.

The “X” indicates a “*cross*”, or *intersection*, between two or more types. It is not unusual to see the “X” between two of the 4 personality types, and it does not necessarily have to include the Primary (or strongest) Personality. However, when it does include the Primary Personality, the Applicant may have a tendency to be like one type in one situation and the other type in yet another situation. Even when all 4 types are very close in strength, the Applicant may seem like a “chameleon” of Personalities. In many instances, this can be beneficial for many jobs, especially when it is important that they be able to get along with almost everybody, such as consultative sales people for example. The “X” type tends to change Personality “colors” as needed based on who they may be with. Although somewhat unpredictable at times, this rare combination could be an important asset if utilized fully.

### **THE “A” PERSONALITY**

The "A" personality likes to be in charge and be in control of their environment and their lives. They are normally not very detail oriented, choosing to delegate details to others. They are usually very goal oriented and practical in their solutions. However, arriving at their solutions and goals will entail a no-nonsense, "bottom-line" approach.

"A" personalities don't like a lot of restraints or restrictions placed on them preferring instead to work independently and set their own schedules. Since they often tend to be a workaholic, it is not unusual to see them put in whatever time and effort it takes to accomplish their goal. They may seem impatient at times especially if they believe someone is spending too much time going over details with them or are impeding their successful completion of whatever goal or project they are focusing on at the moment.

Don't be surprised to see this personality type in a supervisory position or management. Having an entrepreneurial streak, they may be a business owner or strive to own their own business someday. The "A" personality is not easily discouraged and will normally exude confidence.

If their job is "routine" or repetitive day by day, they will get bored easily and not enjoy the work. They will want it to appear they are "tough" in these situations but internally may be miserable if the job is too routine. The "A" personality will do whatever is necessary to prevent themselves from falling into a pattern or routine and seek freedom and independence instead. They will also be very dissatisfied if they believe someone is trying to take advantage of them or hold them back.

The "A" personality may not be very good at recognizing co-worker's feelings and needs; not because they don't care, but because they are so focused on achieving their goals. If you're looking for someone who works well under pressure and seems to excel in high stress situations, the "A" personality is probably what you're looking for. Our study of over 9,000 job candidates shows that just over 13% of the general population are “A” type personalities.

### ***Typical Strengths of the “A” Personality***

Embraces Change	Take-Charge
Fast Paced	Entrepreneurial
Direct Management Style	Ambitious
Works Well Independently	Passionate
Demands Maximum Freedom	Dominant
Good Administrative Skills	Highly Competitive
Good Delegation Skills	Multi-tasking

### ***Typical Weaknesses of the “A” Personality***

Stubbornness	Workaholic
Impatient	Abrupt
Toughness	Easily Angered
Low Sensitivity (insensitivity)	Short Fuse/Bad Temper
Intolerant	Domineering

### ***Common Motivators of the “A” Personality***

Money	Opportunity
Freedom / Independence	Favorable Risk:Reward Ratio
Challenge	Urgency
Success	Leadership

### ***Common Words and Phrases that Motivate & get the Attention of the “A” Personality***

“Let’s get it done”	Fast
Results	Immediate / Today / Now
“The Bottom Line”	“What do you think about _____?”
“The Best (newest, cutting-edge, etc.)”	“Take the Challenge”
“Great return on investment”	

### ***Common “Turn-Offs”, Dislikes and Fears of the “A” Personality***

"Touchy-Feely" Things, Long Explanations or Descriptions  
Explaining Things in Emotional Terms or More than Once to the Same Person  
Looking Soft or Vulnerable  
Falling Into Routines  
Being Taken Advantage Of  
Losing

### ***Common Types of Jobs for the “A” Personality***

President / CEO	General Contractor
Sales Person or Sales Manager	Business Owner
Politician	Entrepreneur
Police/Military Officer	Manager
Executive	

## THE "B" PERSONALITY

The "B" personality is a very outgoing, energetic and fast paced individual who likes to be around people and enjoys being the center of attention. They are good relationship builders and most people like them right away. Their driving need for approval, they try and like everyone in hopes everyone will in turn reciprocate and like them too. Compliments, acknowledgement of their achievements, words of admiration and even applause from groups will be the most important thing you can do for them.

The "B" personalities love to talk about themselves and some people may view the "B" as self centered, but their real motivation is to be liked. An extreme example was the character played by Bette Midler in the movie *"Beaches"* when she invited an old friend up to see her lavish apartment and told her friend about her own success. Then she said to the friend: *"Enough about me, let's talk about you. So what do you think of me?"*

Their biggest fear is being humiliated in public, since it might make many people disapprove of them and the thought of that would be devastating. The "B" personality doesn't want to appear unattractive or unsuccessful either, so they will make sure their appearance is impeccable and will always give the impression of being very successful at whatever they do, whether they are or not.

Some of the strengths you can count on from the "B" personality are their enthusiasm, outgoing behavior, friendliness towards others and their ability to persuade even the most skeptical of people. They tend to be "dreamers" and can often turn those dreams into very practical ideas in the workplace. "B" personalities are normally spontaneous and use their quick wit and humor to make people like them. They aren't too good about hiding their own feelings either, so if they are hurt or disappointed, you'll probably be able to read it in their mannerisms and overall disposition.

Some of the natural weaknesses that are associated with the "B" personality include being impatient, having a relatively short attention span and are not very detail oriented. In business, "B" personalities may tend to socialize at work and not spend as much time doing their work because they strive for the social interaction. Although this is their natural tendency, many have learned to control themselves and keep their social nature in perspective. Our study of over 9,000 job candidates shows that 7.4% of the general population are "B" type personalities.

### **Typical Strengths of the "B" Personality**

Enthusiasm	Fun Loving
Persuasiveness	Easily Liked by Most People
Friendliness	Has "Charisma"
Idea People	Motivator
Dreamer	Light Hearted
People Oriented	Spontaneous
Faster Paced	Self Confident

### ***Typical Weaknesses of the “B” Personality***

Too Much Involvement	May Try To Do Too Much At Once
Impatience	Sometimes Unrealistic
Being Alone	Doesn't Finish What Was Started
Short Attention Span	Arrogant or “Cocky”
Becomes Bored Easily	Self Indulgent
Sweeping Generalizations	Impulsive
Procrastination	Whimsical

### ***Common Motivators of the “B” Personality***

Public Recognition  
Awards, Plaques, Certificates  
Having Picture Taken with Celebrities  
Succeeding, especially beyond their peers  
Being the Center of Attention, Public Speaker, Director, etc.  
Acceptance  
The Latest Styles and/or Trends

### ***Common Words and Phrases that Motivate & get the Attention of the “B” Personality***

“You look great.”	“You’re the best..”
“People love you”	“This will be fun...”
Entertaining	

### ***Common “Turn-Offs”, Dislikes and Fears of the “B” Personality***

Public Humiliation	Unappreciated
Appearing Uninvolved	Non-social types
Appearing Unattractive	People and Things that Distract Attention
Appearing Unsuccessful	Appearing Unacceptable

### ***Common Types of Jobs for the “B” Personality***

Public Relations	Sales Person
Entertainment	Personnel Interviewer
Professional Host(ess)	Politician
Recreation Director	Party Planner
Customer Service/Relations	

## THE "C" PERSONALITY

The "C" personality is a very detail oriented individual that likes to be involved in things that are controlled and stable. They are interested in accuracy, rationality and logic. People who can't seem to control their emotions will bother them because they believe being emotional makes objectivity difficult or perhaps impossible. They will also dislike being around people who are full of "hype" and "blue sky", since they desire facts, accurate and logical, but just the facts. Other people's emotions may not be a priority for them as they tend to strive for the facts and "let the chips fall where they may".

"C" personalities tend to be quite controlling, both of themselves and others. They don't like things to get out of hand and may not appear very expressive at times because they don't really want themselves to display a lot of emotion. They are very outcome driven and will be sticklers for following procedures and protocol in getting the job done. They are careful, resourceful, and above all, are excellent thinkers who will look at all aspects of an issue before taking a stand. Once they take a stand on an issue, they will have the facts to back it up so anyone who challenges them better be prepared.

They like their jobs clearly defined and want to know exactly what is expected of them. Knowing those facts, they will be able to prioritize their tasks and see them through to completion.

When in decision making roles, they are cautious, logical and require many details and facts before they make a decision. People who try to sell them something by trying to get them emotionally involved usually fail to get them to buy because the "C" personality will consider them a "hype artist" and wonder what facts they are trying to hide with all that hype.

In more public roles, the "C" personality will strive for originality, cleverness and uniqueness in whatever they happen to be doing. Because of their detail orientation, they are meticulously prepared with all the details so nothing is left for anyone to disagree with. Many accountants, engineers and lawyers, for example, are "C" personalities. They are excellent for any job that requires creative thinking based on patience, facts and accuracy. Our study of over 9,000 job candidates shows that 6.4% of the general population are "C" type personalities.

### *Typical Strengths of the "C" Personality*

Accuracy	Creative
Dependable	Imaginative
Independent	Detailed
Follow-Through	Plays By the "Rules"
Organization	Intelligent
Analytical	Critical Thinker
Quality Control	Thoughtful

### ***Typical Weaknesses of the “C” Personality***

Worry about Progress	Can Appear Unsocial
Critical Behavior	Likes to Do Things Their Own Way
Detached Behavior	Can see the glass “half empty”
Skeptical, Disbelieving	May Never Meet Personal Expectations
Disengagement	

### ***Common Motivators of the “C” Personality***

Control  
Allowing Them to be Independent and Analytical  
Challenges  
Problem Solving

### ***Common Words and Phrases that Motivate & get the Attention of the “C” Personality***

Perfection	“How does that work?”
Quiet, solitude	“Tell me more about...”

### ***Common “Turn-Offs”, Dislikes and Fears of the “C” Personality***

Uncontrolled Emotions  
Irrational Acts  
Indecision  
People who are self-centered, or self aggrandizement  
Loss of Control  
Being Subject to Control of Supervision of People They Don't Trust or Respect  
Distractions or Distractive People

### ***Common Types of Jobs for the “C” Personality***

Forecasters	Troubleshooter
Critics	Investigator (Police, Crime Scene, Private, etc.)
Engineer	Technical Support
Research Scientists	Game Designer
Data Analysts	Pilot
Programmer/Analyst	Artist
Actuary	Musician
Accountant/Auditor	Inventor

### **THE “D” PERSONALITY**

The "D" personality takes a slower, easy pace toward their job and life in general. They seek security and longevity on the job and are very happy doing a repetitive task, day in and day out as the repetition allows them to become very skilled in what they do. They won't like it, however, if the rules change a lot as that is contrary to their desire to minimize change and stick with what they know works. Some extreme examples we've all seen or heard of are bookkeepers who refuse to computerize because they can count on the old way and don't want to change. The "D" will resist change out of concern that, even though the current way may be unpleasant, the unknown may be even more unpleasant.

They seek the respect, sincere admiration and acceptance of others and will willingly work hard to please the people they work for as long as they feel appreciated and receive plenty of reassurance that they are needed, thus providing a sense of security that they need. They often think the "A" personality type is crazy for taking so many risks and not showing much concern for security and longevity.

"D" personalities are usually very organized and being around a messy environment or disorganization will bother them. They are also good at playing a very supportive role with others and are normally very caring, thoughtful and compassionate. They are patient, good listeners and will persevere when all others have given up. They especially like working in a group or on a team and will be a stabilizing force within that group or team.

Although they may not be as fast as others, they are accurate and thorough. They will usually keep their feelings to themselves and are reluctant to express themselves, even if a more assertive type seems to be taking advantage of them. They will probably choose to "go along to get along".

To attract the "D" type personality, be sure and talk about the company benefit package and the long-term growth potential within the company. Having a secure, stable environment will be very important to the "D" personality. Our study of over 9,000 job candidates shows that 73% of the general population are "D" type personalities.

### ***Typical Strengths of the "D" Personality***

Low Key	Caring
Sincere	Compassionate
Stable	Fair and Equitable
Calmness	Unimposing
Appearance of Approachability	Dependable
Appearance of Strength	Trusting
Minimal Mood Swings	Self-content
Reliable	Consistent
Observant	Good performing routine or repetitive tasks

### ***Typical Weaknesses of the "D" Personality***

Not Speaking Up	Easily "Used" by Others
Going Along when They Don't Agree	Uncomfortable with constant change
Go Along to Avoid Confrontation	Low Assertiveness
Gets Hurt Feelings	Shy
Resistant to Change	

### ***Common Motivators of the "D" Personality***

Stability	Benefits
Security	Low-Risk
Routine	Team/Group Opportunities
Calm Work Atmosphere	

### ***Common Words and Phrases that Motivate & get the Attention of the “D” Personality***

“Help others in need”  
Logical

Relaxed atmosphere  
Rational

### ***Common “Turn-Offs”, Dislikes and Fears of the “D” Personality***

Risks  
Change, especially Frequent Change  
Disorganization  
Disruption in Routine  
The Unknown

Pushy People  
Instability  
Aggressive Behavior  
Surprises  
Conflict

### ***Common Types of Jobs for the “D” Personality***

Secure, Team Position  
Financial Services  
Social Worker  
Family Doctor/Nurse  
Residential/Community Services  
Teacher  
Personal Asst./Secretary  
Insurance Agent  
Librarian  
Customer Service Rep.

Administrator  
HR Manager  
Bureaucrat  
Assembly Line Worker  
Mechanic  
Counselor  
Minister  
Supervisor  
Security Guard

### **APPLICATION OF THE 4 BASIC TYPES**

The descriptions above are the same, or similar to what you will see printed on the HIRE SUCCESS® *Overview Report*. The System automatically provides a description of the Primary Personality at the beginning of the Overview Report. Variations of the above will be printed if the personality is an “X” personality combined with another type.

These descriptions are “classical” descriptions designed to provide you with some “background” information about this particular Personality. The HIRE SUCCESS® System uses this “classical” description for “contrast” for the specific descriptions and values found in the Traits Section of the Report. In many cases, the Applicant’s individual traits may differ, at least to some degree, from what you may see described in the overall Personality Description.

The HIRE SUCCESS® System determines the Traits INDEPENDENTLY of the Personality calculation and does not base Trait information on what might be “expected” from a particular Personality type. This opens the door to highlight those differences that make this Applicant a unique individual, not one squeezed into one of 4 boxes. If and when you see a Trait differ from what might be described in the Personality Overview, it is not a mistake. Quite the contrary, it is most likely the true trait you can expect to see from the Applicant on a day-to-day basis and not just an “expectation” based on a Classical Personality Description.

The need for the business applications of the various Personality Temperaments can be easily illustrated by a television series called “Undercover Boss”. The show has aired for several seasons and it is where the “boss”, usually the President or CEO of a major company, gets into a disguise and goes “undercover” in his or her own company as an entry level employee. It is fascinating to see, episode after episode, that the “boss” can never seem to do well at a “routine” job being performed by no doubt the majority of the company’s employees.

Typically, the “boss” is an “A” type personality whose mind is always thinking of the “big picture”, not the day-to-day “details” of each job. That is why they hire the employees to do that work. Yet the employees who actually do the bulk of the work that makes the company successful are often highly skilled at the work they do. Why? Most often, those employees are “D” type Personalities, the opposite of the “A”, who become extremely proficient doing their job because they do the same thing repeatedly every day and know every detail of doing the job successfully. The “boss”, however, only knows the “results” of the work and that is typically the primary focus of the “boss” – being “results oriented”, not “process oriented”.

This is why it is so important to put the “right” people having the Personality Temperaments best suited for the job in the right positions in the company. Both the company AND the employee benefit when this is done. The employee is happier and more productive in their job and the company is happier with the results. Truly a Win-Win. However, Personality is the most overlooked aspect of the entire hiring process and most companies can find substantial benefit in considering the candidate’s Personality to help achieve this Win-Win situation.

## **OBJECTIVES OF USING THE PERSONALITY PROFILE**

The HIRE SUCCESS® Personality Profile is designed to be a tool to assist the Interviewer in conducting a more in-depth and objective interview of each candidate. It should NOT be used as a “Pass-Fail” or the sole criteria in selecting which candidate(s) to hire, but as a guide to having a better understanding of the individual and the key business-oriented characteristics and traits he or she brings to the table.

According to a report of job interview research published by Bazerman and Moore\* (2009), “job interviews do not work well” (p.184). Another study by Schmidt and Hunter\*\* in 1998, concludes that the typical job interviews predict only about 14% of the variability in employee performance. Van Iddekinge, Raymark, and Roth\*\*\*, in a report published in 2005, conclude that there is little to no evidence that the ratings of job applicants concluded by the people conducting the interviews are valid predictors of the employee’s future job performance. In other words, the age-old “interview by the seat of your pants” can be less effective than flipping a coin.

\* Bazerman, M. and Moore, D.. 2009. Judgment in Managerial Decision Making  
Hoboken, NJ: John Wiley and Sons, Inc.

\*\*Schmidt, F. And Hunter, J. 1998. “The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings.”  
Psychological Bulletin, 124, p. 262-274.

\*\* Van Iddekinge, C. H., Raymark, P. H., & Roth, P. L. (2005). Assessing personality with a structured employment interview: Construct-related validity and susceptibility to response inflation.”  
Journal of Applied Psychology, 90, p.536–552

One of the principal reasons the human interviewer alone is not very effective is that the human has an inherent tendency to be influenced by information and elements not related to the job, and in many cases, pre-conceived expectations and prejudices. Thus, it can be important to establish a more objective way of evaluating candidates, not only for the effectiveness on the job, but to assure non-discrimination and other such issues.

HIRE SUCCESS® does not suggest that it will eliminate bad hires, as no test can do that. However our goal is to provide the Interviewer with better tools for conducting a more in-depth interview and being able to ask better questions during the interview that relate specifically to the job and the key Personality characteristics and traits the candidate brings to the table by their own self-assessment. Considering the cost of a “bad hire” can be in the thousands and even tens of thousands of dollars, if the HIRE SUCCESS® Personality Profile can save even one bad hiring decision, it will likely pay for itself many times over. Imagine if it saved two or more bad hiring decisions? The bottom line is if you use the tools provided effectively, the benefits can be outstanding.

### **PREVALENCE OF THE DIFFERENT PERSONALITY TYPES**

HIRE SUCCESS® conducted a study of over 9,000 actual job candidates from tests received from our customers over a period of time in 2012 and 2013. We had read of other studies that indicated that over 70% of the population is a “D” type personality, and we wanted to confirm that information using our own study. We were indeed able to confirm similar findings from our own study. Here is a snapshot of the results, of which we will continue to check and update this information from time to time.

Number of Candidates in the Study:		% Found of each type:
<b>A</b> – “Director”	1,206	13.1%
<b>B</b> – “Socializer”	681	7.4%
<b>C</b> – “Thinker”	593	6.4%
<b>D</b> – “Supporter”	6,717	73.0%

We have been asked many times why it seems so many candidates that apply are the “D” type, and this shows why so may will have the “D” personality temperament. However, since most businesses are largely built on the “D” or “Supporter” as the foundation of the business to get the day-to-day work done, it is probably a good thing this type is plentiful. However, some ask how they can attract a different type, if that is what they need, rather than a “D”. I always ask them to read me their employment “ad” they used to advertise the position.

The ads often sound something like this:

“    Job Title     needed. Experience preferred. Good company to work for with good pay, 40-hour work week, paid health and life insurance benefits, 401(k) available. Apply at:...”

Now, look at the words above that “motivate” a “D” type; adjectives such as “Stability”, “Security”, “Benefits” and some of the adjectives that describe their fears and dislikes, such

as “Risks”, “Instability”, etc. It becomes very obvious why such an ad appeals to the “D” type.

Compare this to an ad like:

“    Job Title     needed. A challenging opportunity for an experienced professional that likes to be his or her own boss. Our top people earn well into 6 figures their first year. Unlimited opportunity to earn what you are worth.. Apply at:...”

Such an ad would trigger all of the fears of the “D” type, but click many of the “Motivators” of the “A” type. Remember the “A” is motivated by

Money	Opportunity
Freedom	Favorable Risk: Reward
Challenge	Urgency
Success	

Thus, our suggestion is use the motivating adjectives of the Personality Type you are seeking in the text of your employment ad to be more attractive to those people who you are hoping to find.

Many of our clients who have tried this method have reported very favorable results. For example, one client was looking for “A” type sales people for a high-end electronics business but was generally only seeing “D” types apply. He tried weaving the “A” motivator adjectives into his employment ad and later reported that it seemed like magic that almost all of the applicants were “A” types.

Another company once reported they were having a difficult time keeping their “D” type employees on the job on an assembly line and tried everything but couldn’t find what was driving them away. After asking some questions, we discovered that management kept constantly changing the methods and procedures of the people on the line, who never seemed to get used to one method before management changed it attempting to get better “results” and the actual result was lower productivity and higher turnover. Understanding the dynamics of the needs of the various employee’s personalities can be key in creating a positive work environment and better overall “results”.

Take a close look at your own company’s policies and procedures and see if you can identify areas where you could increase productivity, morale and overall job satisfaction by making a few policy or procedural changes. Evaluate your job ads, whether they be printed or online, to attract the types of employees who will bring important characteristics and traits to the table.

**TEMPERAMENT DISTRIBUTION WITHIN THE 4 PERSONALITY TYPES**

Within each of the 4 Primary Personality Temperaments, there are a total of 6 possible combinations of all 4 Types, as shown in the table below. Because HIRE SUCCESS® looks at the Relative Strength of all 4 Personality Temperaments, not just the Primary or Primary/Secondary, we wanted to also know how all of the combinations fared when looking at each person as a “whole” person, rather than just the parts that are Dominant.

Primary	Secondary	Tertiary	Least	% of All Types	% of Primary Type
A	D	B	C	3.3%	25.2%
A	B	D	C	2.9%	21.9%
A	C	D	B	2.1%	16.3%
A	D	C	B	2.1%	16.0%
A	B	C	D	1.6%	12.5%
A	C	B	D	1.1%	8.0%
B	D	A	C	2.7%	36.4%
B	A	D	C	2.0%	27.2%
B	D	C	A	1.0%	14.1%
B	A	C	D	0.8%	11.5%
B	C	D	A	0.5%	6.6%
B	C	A	D	0.3%	4.3%
C	D	A	B	3.1%	47.9%
C	A	D	B	1.2%	17.9%
C	D	B	A	1.2%	17.9%
C	A	B	D	0.5%	8.1%
C	B	A	D	0.3%	4.6%
C	B	D	A	0.2%	3.7%
D	C	A	B	14.3%	19.5%
D	A	B	C	13.0%	17.9%
D	B	A	C	12.7%	17.4%
D	B	C	A	12.4%	17.0%
D	C	B	A	10.7%	14.6%
D	A	C	B	9.9%	13.5%

We are including this information above as a resource to assist our customers who may be seeking a very specific combination of Temperaments and to have a better perspective as to how common or uncommon each combination may be in the general population. Normally, we suggest placing the greatest emphasis on the combination of the Primary and Secondary Temperament combinations.

## PERSONALITY CONFIDENCE FACTOR

HIRE SUCCESS® developed an independent “**Confidence Factor**”, or “*Consistency Factor*”, using a 5-star system. The Confidence Factor for each data element is calculated independently of any other Confidence Factors. It is found on the “Summary Report” immediately below the “Applicant’s Name” and the “Primary Personality Type” as well as on each of the 20 Trait Scales in a column on the right of the Summary Report. The 5 Star Rating is from **1** (Low) to **5** (Very High). The Confidence Factor for the Primary Personality Type has a unique algorithm that evaluates 3 things:

1. **PRIMARY PERSONALITY ENGINE:** It uses the Principal HIRE SUCCESS® System Personality Engine information and accepts that with “High” confidence (4 Stars).
2. **ALTERNATE METHOD FOR PRIMARY PERSONALITY:** It then evaluates data from the second independent Personality calculation that is employed solely to add to, or take away from overall confidence. This independent, and different method for determining Personality, focuses only on the Primary Personality. It makes a series of comparisons with the data from the principal Engine. If the information is in general agreement, confidence is enhanced at this point and, depending on the degree of agreement, can push the confidence up to 5 stars (Very High), or could keep confidence lower.
3. **ALTERNATE METHOD FOR LEAST LIKE PERSONALITY:** A third independent Personality calculation is employed, this time targeting what should be the “least” likely personality. This is done in order to probe and test both extremes calculated by the Principal Engine. Again, a series of comparisons are made which can enhance whatever state of confidence the engine is in, or cause the confidence to be lower.

There is also a Confidence Factor on the right side of each of the 20 “Trait Scales”. This gives each Scale a 3<sup>rd</sup> dimension, not only showing the strength of each trait, but the possibility for situational applications of both sides of the mutually exclusive scale. The System not only evaluates the Applicant’s responses to one side of the scale, it expects their responses to be of a consistent opposite response to the other side of the mutually exclusive scale. When that occurs, there will be 5 “stars” of Confidence: (\*\*\*\*\*) next to the scale.

As the Applicant’s responses begin to show more and more inconsistency, the number of “Stars” are reduced. 3-5 stars are considered sufficiently consistent that the result displayed on the scale is reasonably, or very, representative of what you might expect in the workplace. However, when the consistency gets low enough to indicate a difference that could indicate a situational trait, the value shown on the scale is the MEDIAN value between the 2 actual values of how the Applicant actually described him or herself. These may be displayed in 1 or 2 Red stars, e.g. “\*” or “\*\*”.

A Low Confidence Factor is not necessarily a “bad” thing, nor does it necessarily indicate they were lying or trying to sway the results in any way. Most “normal” people will have a few “Situational Traits”, and many times, these can be an asset. For example, if a supervisor is a “D” type that has a low Confidence Factor on the “Intolerant-Tolerant” scale, they may be naturally tolerant as a “D”, however, the job may require them to not tolerate subordinates

doing the proper activities throughout the workday, and they can easily change to being “Intolerant” of such behavior, which is what most companies would want and expect.

Implementing this series of checks and balances is used to give the Interviewer another tool to help detect uncertainty, as well as certainty. We consider 3 or more stars to be within a normal or acceptable range. If the confidence falls to 1 or 2 stars, you will certainly want to be sure and have a very careful interview in order to discuss and verify that all-important areas are covered to your satisfaction. A lower confidence doesn't necessarily mean the information is incorrect, only that the System believes you should interview carefully and ask appropriate questions to assure your satisfaction with the Applicant's replies in key areas. The HIRE SUCCESS® System is designed to provide the Interviewer with an accurate and dependable tool to assist in the interviewing process. It is not intended to recommend or not recommend any applicant or employee for any particular job or position within your organization. More detail about Trait Scale Confidence Factors is provided in the next section of this Guide.

## TRAIT SCALES

### OVERVIEW

The HIRE SUCCESS® Employment Testing System provides twenty (20) different “Trait Scales” (referred to as “Scales”) to help identify the unique, business related traits of the Applicant's Personality. Each Scale represents two mutually exclusive extremes, for example: Patient and Impatient, Tolerant and Intolerant, Introverted and Extroverted, etc.

The Scales are not determined by what is “expected” from any personality type, rather, they are the result of evaluating a group of Trait Characteristics that would commonly describe each Trait extreme on the Scale. The Trait Characteristics are determined from the 100 adjectives on the Personality Profile Form using the Applicant's own assessment of how that adjective applies to them, or does not apply to them.

The HIRE SUCCESS® position is that each person is unique, and although the determination of a Primary Personality type may generally indicate to us what traits we could normally “expect” from someone with that personality, that should not dictate the results of the report in order to provide the highest level of accuracy. The System assumes the Applicant knows themselves best and provides an accurate assessment of how the various adjective characteristics apply, or don't apply, to them in a work environment.

The Personality descriptions provided in the HIRE SUCCESS® Personality Profile, offer a traditional, or “classical” description of that Personality. This description provides a background, or “contrast” for the Trait Scales on the individual's report to help the Interviewer identify the unique traits of the Applicant. The Interviewer has an opportunity to construct a more meaningful interview, and assisted in the selection process.

## TRAIT RANGES

Each scale has nine (9) different possible values ranging from one (1) to nine (9), with whole number increments in between. A value of “1” represents the strongest or most extreme description of the Trait on the left side of the scale; a value of “9” represents the strongest, or most extreme description of the Trait on the right side of the scale. For example, on the Introverted-Extroverted Scale, the value of “1” is “Extremely Introverted”, the value of “9” is “Extremely Extroverted”.

Half way between the two extremes is the value of “5”, which indicates “Not Extroverted” AND “Not Introverted”, or another interpretation: “Half way between an Extreme Introvert and an Extreme Extrovert”. One could conclude that the person may draw some from each trait, but will probably not exhibit extreme examples of either.

The 9 point scale provides three distinct groups of three values. Values of 1-3 indicate the person could be generally described as the Trait on the left side of the scale, Values of 7-9 indicates the person could be generally described as the Trait on the right side of the scale. For example, an Applicant with a value of “7” on the Introverted-Extroverted Scale, would be generally described as an Extrovert. If the position for which they are applying requires an extroverted personality, this would indicate the Applicant would be considered an Extrovert. If however, the applicant had a Value of “2” or “3”, then they may not have enough of that trait to fulfill the job requirement of an Extroverted person.

The center Trait group is the 4-6 range which indicates the Applicant is somewhere in between the 2 primary Trait extremes. A “4” or “6” value just indicates a subtle tendency that the Applicant may lean slightly toward one Trait or the other, but is still not strongly that way.

There are many cases where the position may require some degree of Extroversion, or an “outgoing” personality, but TOO much might become a problem. An extreme personality may appear too “pushy”, for example, and what is an outstanding trait for some jobs, becomes a liability for others. This is why the HIRE SUCCESS® System allows each employer to test the traits of the most and least successful employees in a particular position and develop a “Baseline” trait range for each of the scales. Consult the section on Using Baseline Files for more information.

## HOW TRAIT VALUES ARE DETERMINED

Remember, that the Applicant assessed themselves on a 1-5 scale for each of the 100 adjectives on the Personality Profile Form. If they indicated “1”, this meant that word described them most or all of the time at work. “5” indicated the word rarely, if ever, described them at work.

A value of “3” would indicate that adjective applies to them about half the time, and a response of “2” or “4” would also indicate some degree of applicability, but not necessarily absolute or extreme applicability or non-applicability. Having the ability to describe themselves on this 5 point scale maximizes the Applicant’s ability to accurately provide meaningful data to the system, especially compared to a 2-value Yes/No or 3-value Yes/No/In-Between response.

Each Trait extreme of the 20 different Trait Scales, has a “list” of Personality Characteristics associated with it, each Characteristic having been described by the Applicant. If, for example, each of the Characteristics were given a value of “1” by the Applicant, then that would indicate they see themselves as “extremely” representative of that trait. Conversely, if all of the Characteristics had a value of “5”, that would indicate that the Applicant not only believes they are NOT like that trait at all, but they would be very much like the opposite trait at the other end of the scale. Therefore a “5” on one side of the scale is like having another “1” value on the other end of the scale.

Values of “2” and “4” balance each other, and of course, “3” is half way between. Using this system of “balance”, the HIRE SUCCESS® System uses a complex algorithm to evaluate “evidence” provided by the Applicant as to where they belong along the 9 point scale. Let’s use some simple examples:

**Example 1:** The Applicant indicates all of the Characteristics that describe the Trait: ”Patience” with the value of “1”, and all of the Characteristics that describe “Impatience” with “5”. The evidence is overwhelming that the Applicant considers himself as “Extremely Patient”, and would thus have a “9” on that Scale.

**Example 2:** The Applicant indicates all of the Characteristics that describe the Trait: ”Patience” with the value of “2”, and all of the Characteristics that describe “Impatience” with “5”. The evidence shows that the Applicant considers himself “Patient”, but not extremely Patient, yet is NOT an “Impatient” person. The result would indicate a value of “8” on the Impatient-Patient scale. This means they are “Very Patient”, but not as patient as someone who described themselves with all “1” values to the Characteristic adjectives.

**Example 3:** The Applicant indicates all of the Characteristics that describe the Trait: ”Patience” with the value of “2”, and all of the Characteristics that describe “Impatience” with “4”. Again, the evidence shows that the Applicant considers himself “Patient”, but not extremely Patient. However, he also indicated that the adjectives that characterize “Impatient” may apply sometimes, but less than half the time. The result would indicate a value of “7” on the Impatient-Patient scale. This means they are “Patient”, but not as patient as someone who described themselves in the more extreme terms.

In all 3 examples, we know we’re dealing with a Patient person but there are some subtle differences in the way each of the Applicants in the above examples responded to the various adjectives that characterize each of the Traits on that Scale. Even though the 3 people in the examples above are “Patient”, the person in Example 1 would probably exhibit MORE patience than the Applicant in Example 3. The question the Interviewer needs to know is: “Can a person be *too* patient in this job?” In some jobs, the answer might be “Yes”, in others, the more patient the employee, the better.

Let’s use a couple of very general examples: a Nurse and a Sales person. Chances are, extreme patience in the Nurse will be an attribute, considering the type of work a Nurse is normally engaged in, however, the Sales person could be too patient and never ask for the order, or wait weeks or months for the customer to pay for what was sold. If that were the case, there would probably be some cut-off point where the person would be considered too patient to work out well in the job.

One could argue that in the case of the sales person who is extremely patient, that he or she may have “learned” not to be so patient in those circumstances and thus would still be good for the job. That is true, and illustrates why the HIRE SUCCESS® System can be an important tool for both the employer and the employee. The Trait Scale may indicate the person may be too high in Patience, but alerts the Interviewer to a potential problem, and the Interviewer will be made aware to ask questions about this during the interview. Perhaps the Interviewer will be satisfied that the Applicant HAS learned to be less patient based on further questioning. The Interviewer might also want to ask this question of the applicant’s previous employers to see if it has ever been a problem. If it has been a problem in the past, then the Interviewer is now aware of the facts, probably more facts than would have been available had this issue not been brought to light in the testing process.

In the above scenario, the end result will be best for both the employer and the employee. If the Applicant knew when to be patient and when not to be, the employer may have an excellent employee candidate. If not, both are possibly spared the agony of a bad hire, which could ultimately end up with the employee’s termination after a short time. The objective of the HIRE SUCCESS® tools are to avoid those costly and life disrupting problems as much as possible.

## **TRAIT SCALE CONFIDENCE SCORES**

A unique feature of the HIRE SUCCESS® System is the “5-Star” Confidence Factor calculated with each Trait Scale. The 5-Star System means the following:

- \*\*\*\*\* = Very High Confidence
- \*\*\*\* = High Confidence
- \*\*\* = Fair Confidence
- \*\* = Below Average Confidence
- \* = Low Confidence

It is not unusual at all for a few of the Scales to show “Below Average” or “Low” Confidence. What you don’t want to see are too many Trait Scales with Confidence Factors that are “Below Average” (\*\*\*) or “Low” (\*).

Just having this Confidence Scoring System is a unique feature of the HIRE SUCCESS® System. Most tests provide no information like this at all, or even if they have some overall confidence score, there is no way to know which areas may have caused the lower overall confidence. HIRE SUCCESS® is the only system we are aware of on the market today with this capability.

Once you understand how the Confidence is determined, you will have a very easy way to see at a glance exactly how the Applicant responded to the Characteristic adjectives on the Personality Profile Form.

## UNDERSTANDING TRAIT SCALE CONFIDENCE FACTORS

The first, and most important point you must remember, is that the Confidence Factor **does not** necessarily imply that the Applicant was trying to be misleading on the Personality Profile Form. Although that is a possibility, it is more the exception rather than the rule. If you took the Personality Profile yourself, chances are, you'll have at least a few lower Confidence scores and you know how you answered the questions accurately. There are several factors that can contribute to a lower Confidence.

### WHAT MAKES A "HIGH" CONFIDENCE FACTOR

A "High" Confidence Factor (4 or 5 stars), means that the Applicant responded to the Adjectives on the Personality Profile that characterize the Traits on both sides of the Scale with values that are generally supportive of each other. For example, they probably used "1" and "2" values to describe the Characteristics of one Trait on the scale and reciprocal values on the other, which would be "4's" and "5's". If the Trait Value is in the mid-range (4-6), then the Applicant used primarily "2's", "3's" and "4's" to describe the Traits that characterize both ends of the Trait Scale.

Because the values describing one Trait "balance" with the values describing the opposite Trait, we can have higher confidence in our evaluation than if the values were out of "balance". The HIRE SUCCESS® System doesn't want you to concern yourself with "how" the Factors are derived, rather how to use them as a "tool" in interpreting the Reports. This is why we use the "5-Star" system rather than a numeric value. You can see at a glance the level of "Confidence" for each Trait Scale. You'll then have an opportunity to ask appropriate questions they apply to the job for which the Applicant is being considered. See the Sample Interview Questions Report for suggestions.

### HOW A CONFIDENCE FACTOR BECOMES "LOW"

Review for a moment Example #1 above in *"How Trait Scales Are Determined"*. Let's now assume that the Applicant entered all "1" values for all of the Adjectives that characterize BOTH "Patient" and "Impatient". Which one are they... Patient or Impatient? If the Applicant feels ALL of the adjectives in both lists characterize them most or all of the time, then one might conclude they are lying, at least about one of them, or, what is most often the case, they tend to see themselves, or describe themselves, in extreme terms, when what they really meant is they can exhibit either behavior or trait at times and may only be envisioning one of those times when thinking about how to respond.

What they are really saying is they can be patient at times, and impatient at times. It would have been better if they would have used the "3" value to describe those terms, because the "3" indicates they are that way about half of the time, but the adjective can and does describe them at times. In most cases, when you discuss this Trait with the Applicant, you'll probably discover that they agree that they are not extremely patient OR impatient, as extremely implies that are that way all, or almost all of the time.

The way the HIRE SUCCESS® System handles this example is by indicating the Applicant is a "5" on this Trait Scale, or in this example, half way between Extreme Patience and Extreme Impatience. If you recall in the earlier discussion on how the Trait Values are evaluated and how "5" values on one Trait are like having "1" values on the other, then you will understand

if both sides have “1” values, we can’t be as confident in the result as we would have been in Example 1 above, or if the Applicant had answered all of the Characteristic Adjectives with the Value of “3”.

Therefore, if you see a Trait Value of “5” and a Confidence Factor of one star (\*), you immediately know the Applicant generally had all “1” values for the Adjectives characterizing both sides of the scale. If the Trait Value is still “5”, but the Confidence Factor is 5 Stars (\*\*\*\*\*), you will know the Applicant generally entered “3” on the Adjectives that characterized both sides of the Trait Scale.

#### **WHAT DOES LOW OR BELOW AVERAGE CONFIDENCE MEAN?**

In most cases, a Low “Confidence Factor” indicates the trait is “SITUATIONAL”. That is, the person is much more like both ends of the scale than the result shown, but WHEN they are more like each of the traits depends on the situation, or environment in which they are in at the time. The “Overview Report” will indicate this in a boxed in area any time a Low Confidence factor is found.

Suppose, for example, a person’s test results were “5” on the Impatient/Patient scale. Although the text of the scale would describe them as being neither extremely patient or extremely impatient, the Low Confidence Factor would indicate the person described him or herself as being BOTH Very Patient AND Very Impatient. This begs the question: “Which one are they?” What you’ll probably find when asking the Sample Interview Questions regarding that trait, is it depends on the situation they’re in. It is quite NORMAL for several traits to be situational and have a low Confidence Factor, so you should not be overly concerned with a few.

Another possible cause for the low Confidence Factor could have been the person was trying to sway the test. Experience shows that is far less likely than it being “situational”, but it could occur. In either case, however, Sample Interview Questions are generated to help you find an answer from the applicant. Provide ample time and opportunities for the applicant or employee to fully explain him or herself regarding this issue.

#### **IS “FAIR” CONFIDENCE GOOD OR BAD?**

The HIRE SUCCESS® System does not attempt to define things as “good” or “bad”, but instead tries to accurately, and fairly represent the facts based on the Applicant’s own self-assessment of the 100 adjectives that characterize certain personality types and traits.

“Fair” Confidence is the result of the Applicant responding in such a way that isn’t completely contradictory, such as all “1” values for all of the Adjectives that characterize the Traits on both ends of the scale. Again, if we go back to Example #1 above, but substitute the value of “3” where there were “5’s”, then we see an applicant that is being described as “Extremely Patient” and “Patient half the time and Impatient half the time”.

If this were the case, the Trait Scale would probably be a “7” toward “Patient”, but the Confidence Factor would be “Fair”, 3 stars, because the Applicant indicated they may be “Impatient” at least some, perhaps half of the time. For this reason, they could not be a “9” in patience, but would still be characterized as “Patient”, but the “Fair” Confidence indicates there may be instances where they may also appear impatient. Only you can determine if

that is what you're looking for to fill the open position in your company. We consider 3-stars, or "Fair" as an acceptable level of Confidence.

Please keep in mind, that when we are dealing with people, and their personality, we're not dealing with absolutes, "black and white" or "binary" data, rather it is almost always some "shade" of gray.

## DEFINING THE TRAITS

Each of the twenty Trait Scales includes two traits which represent opposites of each other. This section will provide some specific information regarding each of the Traits and what they might mean in a business setting. Each of the descriptions focus on the "Extreme" definition of each, that is, characteristics of one who is that way most or all of the time.

### INTROVERTED – EXTROVERTED

**Introverted:** The introverted person would be a quiet, reserved individual who directs his or her own interests toward self rather than others. One who would generally keep to him or herself and not make many, if any, overt gestures to meet new people on their own, probably seeking and introduction from a mutual friend or acquaintance. This individual would probably not be a risk taker, especially in social situations and would not be very comfortable, for example, making "cold calls" in sales.

**Extroverted:** The extroverted person would be very social, gregarious and outgoing and be very interested in making the initiative to meet new people in business and social situations. This person will not keep much to him or herself in terms of what is on his/her mind and will enjoy being the center of attention. The extrovert's interests are centered outside of him or herself.

### UNORGANIZED – ORGANIZED

**Unorganized:** The unorganized person will not be a good planner and may need help being on time for appointments or remembering them. Their approach to their work will probably be unstructured and without a strategic plan. Their desk or office may appear messy or with no particular system for organizing things. Generally, one who lacks order and structure.

**Organized:** The organized individual would be one who is structured and does things in a systematic, orderly manner. They are most likely to plan their work and work their plan. Their desk and office will probably be neat with everything in its place.

### CAUTIOUS – RISK TAKER

**Cautious:** The extremely cautious person is not one likely to take risks, preferring safe, proven, time-tested solutions and methods. They seek evidence and will be doubtful or skeptical of anything that is unproven. The cautious person will be comfortable doing things that other people are doing or have done.

**Risk Taker:** The risk taker is willing to accept new ideas and concepts which have not necessarily been proven, but seem to make sense. They will often take a chance on something that sparks some emotion that gives them a sense that it will work. They have a sense of adventure and a willingness to chart new paths.

### **INDECISIVE – DECISIVE**

**Indecisive:** One who has difficulty making a decision or sticking with that decision. This type may doubt themselves or lack confidence in themselves and will either find it difficult to make a decision, or will keep changing their mind once they do make a decision. They will generally hesitate before making any decision and may be significantly influenced by others, especially those who seem very self-confident.

**Decisive:** The decisive person is one who does not hesitate making a decision and is very confident in his or her own ability to sort out information and act accordingly. Once they have made a decision, it will be hard to get them to change their mind unless very strong and convincing evidence can be presented to the contrary. They may tend to be willing to make somewhat riskier decisions than the indecisive individual, especially if they have confidence in the source of the information on which they base the decision.

### **INFLEXIBLE – ADAPTABLE**

**Inflexible:** This type of person will probably be closed-minded and rigid in their approach to new things or anything they don't like or are uncomfortable with. They will not be very interested in accommodating others or adapting their ways or thinking to be like others unless it suits them to do so. They don't like it when the rules change and may drag their feet in making changes to comply with new rules and procedures. In management, their approach may often be characterized as "their way or the highway".

**Adaptable:** This persona will be open-minded and flexible in their approach to new ideas or things that are presented to them. They will be willing to change their methods and procedures to accommodate others in order to achieve harmony and compatibility. Even if they believe their way is the best way, they are at least open to compromising in order to achieve balance and harmony.

### **MERCILESS – COMPASSIONATE**

**Merciless:** This type of person lacks compassion and does whatever he or she believes has to be done without regard to the consequences or other people's feelings. In the workplace, they often are the ones who have to do the difficult jobs that many other people hate to do, or just can't bring themselves to do. They seem tough and untouchable, sometimes distant and unforgiving of anyone who they consider a problem or the "enemy". They are not afraid to say and do whatever they believe is the correct and proper thing and "political correctness" is probably not in their vocabulary.

**Compassionate:** This individual will be very warm and caring and always be looking out for the best interests of others. They want to assure fairness and are sympathetic to the needs, problems and issues of others, especially if they believe the others are being treated unfairly. They will be the type to empathize with other people, forgiving them for whatever they may have done to cause a problem and will always be very kind and considerate in their approach to dealing with other people.

### **DELIBERATE/PLANNER – SPONTANEOUS**

**Deliberate – Planner:** This is the opposite of the “spontaneous” person. This individual knows exactly why they do everything they do or say. They are strategic in their approach to their work and will often spend a great deal of time planning a detailed strategy. If giving a presentation, it will either be well rehearsed or will be read, but they will not be comfortable talking about whatever comes to mind.

**Spontaneous:** This type of person will be rather unpredictable, preferring to act or say whatever seems right at the moment. An excellent example might be a stand-up comedian who never knows what may happen and seems to have a “knack” for rolling with the punches and handling whatever comes his or her way. They will be more impulsive and think quickly on their feet. If they are wrong about something, they won’t dwell on it, preferring instead to apologize and move on.

### **LIVES FOR TODAY – GOAL ORIENTED**

**Lives for Today:** This is the opposite of a very goal oriented person. This individual will lead a carefree lifestyle and get the most out of every day. They may not know where they will be 5 years from now, but they will probably enjoy getting there. They will be indifferent towards the things that motivate the goal-oriented person focusing instead on what’s in it for them now, rather later.

**Goal Oriented:** This type of person has purpose and direction in life and knows what they want to be, what they want to achieve and sees each day as an opportunity to be one step closer to achieving whatever they have set out to do. They will be more willing to sacrifice current benefits and pleasures in exchange for assuring their goals will be met. They will be very predictable, especially if you know and understand their goals, since they will be doing whatever it takes to get them where they want to be. They will tend to be very competitive, especially if the goal can only be achieved by one person or a select group to which they belong. They can be motivated by contests and long term rewards.

### **REACTIVE – PROACTIVE**

**Reactive:** This type of individual considered to be “reactive” in this test is one who waits for things to happen and then decides what he or she will do, versus the “proactive” person who goes after the outcome they desire rather than waiting for the outcome to come to them. The “reactive” person will tend to be flexible, and adapt easily because they have to, not knowing what will happen next. They may have to do things quickly, and may be very good at it, as they have often wait until the last minute to take action. If they are very good at being reactive, their senses will be very sharp and will pick up on small things that others might overlook, as this can be the key to reacting properly when time is short.

**Proactive:** This person deliberately goes after the outcome he or she seeks and will do whatever it takes. They will be very good at handling people along the way, even those with differing opinions and ideals, as they will do whatever they can to manipulate things to bring about the desired outcome. They won't stop until they get what they want and are generally unwilling to compromise unless it helps them get what they are after. Although this may sound similar to being "goal oriented", like that above, a person who "Lives for Today" may still exhibit proactive qualities, the difference is in the time involved for the various objectives. If they objectives are very short-term, a person who "lives for today" could take a very proactive approach in trying to control the outcome of today's events.

#### **AVOIDS CHANGE – LIKES CHANGE**

**Avoids Change:** This is a person who seeks stability in everything they do. They don't like things to keep changing, rather they want to be able to "count on" people, rules and procedures, and are most comfortable when things are consistent. They will even tolerate things that aren't the way they would like because a change could make it worse instead of better. They aren't the type to want to change careers or jobs often, if at all, and will be the type that hopes to get the gold watch someday.

**Likes Change:** Change is fun and exciting. It fights boredom. If things don't change often enough, this person may go out of their way to do something to cause change just so things don't get "stale". They are usually very creative individuals who are always looking for a better way to do everything, even if what they already have works well. They believe you can't have progress without change and the more change must mean more progress.

#### **UNPERSUASIVE – PERSUASIVE**

**Unpersuasive:** - An illustration of a completely unpersuasive person might be one who couldn't convince people to buy bandages at a train wreck. Few people are that unpersuasive, but many don't seem to be very convincing for any of a variety of reasons. Many just aren't comfortable in situations where they have to persuade others to say, do or buy something. Their own discomfort in the situation may be enough to leave some people unconvinced. The unpersuasive person is hesitant and cautious before putting themselves in a situation where the outcome depends on their ability to persuade someone or a group of people. Generally, this is the opposite of the "Persuasive" person described below.

**Persuasive:** Persuasive people are very convincing in their presentation of ideas and information that makes it easy for others to believe and accept what they are saying. They are willing to take some risks in order to get people to see things their way. Some may even consider it risky to even try to make a persuasive argument about a particular subject to certain people. They will tend to be less restrained in their approach and be willing to do whatever it takes to get their point across.

### **DELEGATES DETAILS – DETAILED**

**Delegates Details:** This trait represents the opposite of being “detail oriented”. This type of person doesn’t enjoy dwelling on all of the details, preferring to get to the bottom line and move on. If the person is in a position to delegate work to others, he or she may tend to let others they trust handle the details and consider their summary report as sufficient for making a decision. If there is no one else to delegate the details to, then they may seem disorganized or messy since they don’t really enjoy the details of cleaning up or organizing, preferring instead to move on to bigger and better things.

**Detailed:** The detail-oriented individual is meticulous and must have everything in order otherwise he or she will be very uncomfortable. The detailed person enjoys analyzing all the facts and information and making sure all of the facts are correct and correlate to all the know issues. Precision, accuracy, organization and neatness are the cornerstones of the detail-oriented person.

### **AVOIDS STRESS – THRIVES ON STRESS**

**Avoids Stress:** This person will be a calm, collected individual who enjoys tranquility instead of the “rat race” that causes so much stress in daily life. Although they will avoid stressful situation and environments, they won’t create stress in an attempt to avoid it. Deadlines will be achieved if possible, but their easy-going approach will give higher priority to other things they consider more fundamental and enjoyable. They will comply with the rules and objectives that are set out for them, but won’t like it if others keep changing things that end up leaving the problems and the stress at their doorstep.

**Thrives on Stress:** We’ve all seen and known the “workaholic” that just can’t seem to unwind or be happy unless he or she is busy balancing many things at the same time. Because they have mastered the art of doing so much, they may be impatient and demanding of others who may get in the way of them meeting their objectives or who don’t seem to be as totally “engaged” as they are in whatever they are doing. They will probably enjoy competition in all aspects of their life. This may extend to sports activities and even watching sporting events where they can at least witness high stress and demands even while they are “relaxing”.

### **NEEDS REASSURANCE – SELF CONFIDENT**

**Needs Reassurance:** This is the opposite of a “self-confident” person. In this extreme case, the person will tend to derive their confidence from having others reassure them that they are doing well rather than from having confidence in themselves. In other words, the source of the confidence is external versus internal. This type of person may seem timid and shy to others. They aren’t the type to be overbearing, because they don’t normally have the confidence to aggressively confront others, unless they have a solid group of people constantly reassuring them that they are correct and doing the “right thing”. If supervising this type of person, it will be important to let them know from time to time that they are doing a good job. The frequency of the reassurance will depend on the individual.

**Self Confident:** People with an extremely high degree of self confidence don't really need other people to tell them their right or doing good, they know it. They still enjoy and appreciate hearing it, but they won't cease to function if they don't get a regular dose of encouragement either. Taken to the extreme, they may appear arrogant and assertive, pushing to get things done "their way" because they are very confident their way is correct. It often is.

#### **INTOLERANT – TOLERANT**

**Intolerant:** The intolerant person is the type who knows the rules and is very firm and inflexible in enforcing them. They may be very attentive to following the rules themselves and expect everyone else to do the same. They will tend to be impatient with people who make very many mistakes, especially the same ones more than once, and will probably not be accommodating to others who they don't think can meet their high standards of excellence. The intolerant type may take the role of disciplinarian in many situations.

**Tolerant:** The tolerant person will be open, accommodating and willing to compromise or wait on others in order to help them meet their objectives or do their work. They will allow more liberties, and may tend to "bend the rules" one in a while to help people along.

#### **TEAM PLAYER – WORKS INDEPENDENTLY**

**Team Player:** As applied in this system, the "team player" is the opposite of someone who likes to work alone, or independently. This is not meant in the context of supporting the group or a "team", but rather one who works best when they can interact with others rather than working alone.

**Works Independently:** The extreme in this case is a person who does not need, nor like, other people "looking over their shoulder". They know how to supervise themselves and don't want someone micro-managing everything they do. They work best if left alone, especially if they know they are very good at what they do.

#### **PASSIVE – AGGRESSIVE**

**Passive:** Although the definitions of these traits are commonly understood, the characteristics that are illustrated in this system define the person to be a quiet, reserved individual; one who is non-aggressive, non-confrontational and generally easy going.

**Aggressive:** The aggressive individual will tend to be very assertive and forceful in their overall demeanor and will likely be viewed as "pushy" or "harsh" at times. They won't be quiet when something bothers them or they feel an injustice is being done and are the type who will confront authority if necessary to ultimately make things better.

#### **SKEPTIC – PROMOTER**

**Skeptic:** The "skeptic", as applied in this system, is one who is not likely to take something at face value and go and tell a lot of people how great it is. Rather, the extreme skeptic will doubt whatever he or she hears unless sufficient evidence is also available to back up the claims. Even with sufficient evidence, the skeptic will take a very cautious approach before recommending or promoting an idea, concept or product. The extreme skeptic will probably never be one to be accused of "hyping" something.

**Promoter:** The promoter is less cautious about having all of the evidence before promoting and idea, concept or a product. Rather, if he or she believes the source of the information, some creativity will be applied and the promoter is ready to tell the world about this great find! An extreme promoter won't necessarily promote something he or she knows is not true, but they probably won't demand the kind of proof a skeptic would. The extreme promoter enjoys the promotion so much, that some people may view them as a "hype artist". Although usually very persuasive, the promoter may have a tendency to get carried away at times and can turn some personality types off.

## PERSONALITY PROFILE REPORTS

All reports generated from the HIRE SUCCESS® System are generated in Hypertext Markup Language ("HTML") format. When viewed on the screen, they are actually viewed in a mini-browser, just like your regular Internet Browser. When the reports are printed, they can be printed to any printer accessible to the Microsoft® Windows® Operating System installed on the computer viewing the report. Further, each report can be "saved" as an HTML file and stored anywhere on your computer, network, or even an Internet site, where other authorized users have access.

If it is important to allow multiple users access to reports, yet you don't want or need for them to have a copy of HIRE SUCCESS® installed, they can use any standard Browser, such as Netscape® or Microsoft® Internet Explorer®, to view and print the reports. Many companies will have managers, or other people responsible for the hiring decision, located on other offices and in other geographic locations. Choosing to "Save" HIRE SUCCESS® reports as HTML files and publishing them to your Internet or Intranet site, you can provide this type of access to the information from any Internet capable computer, regardless of that computer's operating system. This means users with Apple, Unix, OS/2, and other operating systems, in addition to Microsoft Windows® systems can have equal access to this key information, providing they have the necessary software to access the Internet or your company's Intranet. Note: we strongly recommend a secure area requiring a user ID and password to access reports over the Internet or Intranet.

The HIRE SUCCESS® reports takes advantage of modern Internet browser technology and color printing capabilities to provide a colorful, yet professional looking report that puts key information at the fingertips of authorized individuals within your organization who may be responsible for interviewing and making hiring decisions. If reports are printed on a black and white printer, it will be important to make sure the printer is set to print graphics in "gray scale" in order to assure the highest quality reproduction.

## SUMMARY REPORT

The HIRE SUCCESS® Summary Report is a one page report designed to provide a simple, yet information rich snapshot of the Applicant. It is designed to graphically represent as much data as possible so the Interviewer can see key information at a glance.

The Summary Report is divided into two primary sections. The top section deals exclusively with the Applicant's Personality types, and the bottom section provides information about 40 different Personality Traits found on the 20 different "Trait Scales".

### PERSONALITY SECTION

The upper Personality section shows the Applicant's name, Primary Personality Type and the 5-Star Personality Confidence Factor. Below that, the Percentage, or "strength" of each of the four Personality types are shown in a percentage form. The higher the percentage, the stronger, or more dominant that Personality will manifest itself in day-to-day life. When percentages are very close together, the Applicant may draw from each of those that are close and be a bit more unpredictable. It is extremely rare to have all 4 types equal ("X" Personality), thus most people will have a "dominant" or "Primary" Personality which will influence the way they will think and behave at work.

A bar chart graphic is also provided to provide a fast, visual representation of the various Personality strengths and allow the Interviewer to see the relationship between the 4 basic types. Just below the Personality strengths is information as to the number of adjectives the Applicant filled out on the Personality Profile Form. If any were skipped, it will indicate that here. If all were answered, it will show: "Applicant answered 100 out of 100 Questions.". This only becomes significant if the Applicant has not answered several questions, as the System will automatically enter the value of "3" for each question they did not answer. If very many are not answered, the accuracy of the test will be affected and caution should be exercised in the interpretation of the report.

### TRAIT SECTION

There are two variations of this report. One is the "Standard" report; the other compares the Applicant to a pre-configured "Baseline" file. (See the section on "**Baseline Files**" for more information) In either case, the Applicant's strength of each Trait is displayed on a scale of 1-9. The number representing that Trait Scale is physically printed in the appropriate column to provide a more graphical representation of the results.

If the "Standard" report is selected, every other Trait Scale is lightly shaded in gray to help the Interviewer visually follow each Trait Scale accurately. If the "Baseline" version is used, the Gray shading is turned off and the Baseline Range of each Trait Scale is displayed with a yellow background. This provides a visual graphic of the Range that has been pre-determined by whoever developed the "Baseline" for the job or position for which the Applicant has applied. The Trait Scale Value will be printed as usual, but may appear within

or outside of the Baseline range. This again gives the Interviewer a quick and easy way to visually assess where the Applicant is within and outside of the baseline parameters.

At the right of each Trait Scale is the 5-Star Confidence Factor. Refer to the “**Trait Scales**” section for more details about these Confidence Factors. Combined with the Trait Scale, the Interviewer has a considerable amount of information available on a single sheet of paper, or on the screen, to assess the Applicant’s Personality information and the results of the Report.

At the top of the Trait Scale column, there is an “Overall Trait Confidence” Factor. This factor is displayed in Text in order to assure it is not confused with any of the Trait Scale Confidence Factors. The Overall Trait Confidence is determined by averaging the actual numeric value of each individual Trait Confidence Score and applying it to the same range criteria as the Trait Scales. Thus, the Overall Confidence may be “High” even if there are a few individual Trait Scales that show “Low” Confidence. Overall confidence of “Fair” and “High” are very normal. “Very High” is best, but is not as common since most Applicants will have at least a few Trait Scales with a lower confidence level. Remember, low confidence in a Trait Scale does not indicate the Trait is inaccurate, or even that the Applicant wasn’t truthful, it only indicates that the Applicant described themselves as having characteristics like those of the Traits on both ends of the scale, instead of just one. Again, refer to the “**Trait Scales**” section of this document for more information.

## OVERVIEW REPORT

The HIRE SUCCESS® Overview Report provides the Interviewer with descriptive information about the Applicant’s Primary Personality and Traits. The report is so the Interviewer does not have to “look up” descriptions of each element in a manual or other document, in order to have an overview of the Applicant’s Personality. The descriptions are printed on this report. Generally, the report will be about 5 pages long, but may be somewhat longer depending on the results of the Personality Profile.

The report is divided into 3 sections: the “Primary Personality General Description”, the “Custom Personality Overview” and the “Trait Descriptions”. Each of these sections will be described in detail below.

### PRIMARY PERSONALITY GENERAL DESCRIPTION

This section is a “stock” description of the Applicants Primary Personality Type. The description is a “classical” description of what one generally expects from someone with this Personality Type. The description is based solely on the results of the Personality Engine’s assessment of the Primary (or strongest) Personality type.

If the Applicant’s Primary personality has the same strength as another personality type, then both types are described in this section. For example, if the Applicant’s two highest Personality strengths were equal and represented the “A” and “B” personality, the report would indicate they were an “AX/BX” Personality, where the “X” indicates a “cross”

between more than one type. Having the Primary Personality type(s) described gives the Interviewer some background information as to what characteristics and personality traits to “expect” from this Applicant.

This background information can provide “contrast” for the descriptions found later in the “Trait Descriptions” section, where it is possible that one or more Trait Descriptions may vary from the general, or “expected”, definition of that Personality type. The reason these can differ is because the HIRE SUCCESS® System does not factor in what is “expected” of a Personality into the output of the individual Trait Scales. This allows the system to produce a more accurate snapshot of this Applicant and have the ability to highlight the unique combination of Traits and Personality that makes this person a unique individual.

### **CUSTOM PERSONALITY OVERVIEW**

This section takes the Primary AND Secondary Personality into account by comparing the relative strength of each. In some cases, even the third strongest personality is considered if the strengths are very close. All 4 are considered if they are all equal and the person is a rare “X” personality.

If one personality is clearly dominant, that is much stronger than the secondary personality, it will indicate they are a “classical” type, as described in the first section “Primary Personality General Description”. If it is likely there will be a reasonable amount of influence from a secondary personality type, then that is also factored into the description to provide an enhanced general overview of the Applicant’s personality.

There are sixteen possible descriptions that represent the various combinations. Each is given a short “Title”, such as “The Diplomat”, or “The Stabilizer”. If you are familiar with some other tests and theories on personality, you know there are often up to 16 different variations on the 4 basic personality types. This section helps to illustrate and describe these differences and customizes the Text with the Applicant’s name and gender information to make the text more readable and tailored for the particular Applicant.

### **TRAIT DESCRIPTIONS**

Each of the 20 Trait Scales are represented. There are 2 columns of information about each trait. The left column provides summary information, and the right column is where the Trait is more fully described.

The left column provides a description associated with one of the 9 possible Trait Scale Scores along with the 5-Star Confidence Factor associated with that Trait Scale. The description, as it is based on the 1-9 value, will indicate in text how strong a particular Trait may be. For example, if we examine the Introverted-Extroverted Trait Scale, the Descriptions would be as follows, based on the Trait Value:

1. Extremely Introverted
2. Very Introverted
3. Introverted

4. Somewhat Introverted
5. Not Very Extroverted, but Not Shy Either
6. Somewhat Extroverted
7. Extroverted
8. Very Extroverted
9. Extremely Extroverted

Although the descriptions may vary some, depending on the Trait Scale, they generally follow this format. In the middle range of 4-6 there will be more variation to help tailor the description to the Trait variations, but the basic Traits are generally described as above where the values of 3 or 7 represent that Trait, 2 and 8 are “Very” much that Trait, and 1 and 9 are “Extremely” that Trait.

The right column contains the Descriptive Text. Some descriptions are printed based on the “range” the Trait Value falls in (1-3, 4-6, 7-9). Other text is printed based on the specific value, and yet other text is inserted based on combinations of this trait with various other traits and trait strengths, and the Primary Personality Type. These various descriptive combinations allow the system to construct a descriptive paragraph of varying length based on the unique Trait and combination of other Traits, values and personality of the Applicant.

To understand the perspective of the possible combinations, if all the possible text were printed on a single report, the report would be approximately 80 pages in length. HIRE SUCCESS® strives to make this a meaningful description of the Applicant’s Personality while allowing for the many differences and unique combinations of characteristics and traits for each individual. Our hope is that the report of all “A” personalities, for example, don’t sound exactly alike, which has been a complaint of some computerized personality systems on the market. HIRE SUCCESS® will continue to enhance and upgrade the reports in this System over time and make new reports and upgrades available to HIRE SUCCESS® Users from time to time.

Keep in mind that this report, nor any report from the HIRE SUCCESS® system, is not designed to recommend, or not recommend, any individual for employment or consideration for a particular job. It is designed solely as a tool to assist the person, or persons, responsible for interviewing a particular candidate, to develop more pertinent and in-depth questions while conducting the interview and during the evaluation process. No decision to hire, or not hire, or to promote or not promote any individual, should not be based solely on the results of this, or any other similar report. Rather, the final decision must rest with the people responsible for making hiring decisions and should always include all available facts and information, including, but not limited to, the candidate’s background, experience, education, prior employment and references.

## **SAMPLE INTERVIEW QUESTIONS**

This third report in the Personality Profile series is designed to assist the Interviewer in constructing questions to ask during the interview or of prior employers or references. Sample questions are NOT generated for every Personality Trait, only those where the Applicant is “Very” much (2 or 8) or “Extreme” (1 or 9) in a particular Trait, and/or where the Trait Scale Confidence Factor is 1 or 2 Stars.

Although uncommon, it is possible that an Applicant would not have any extreme traits and all Fair-Very High confidence factors. In this case, no sample questions would be generated by the System.

The format is much like the Overview Report where information is provided in 2 columns. The left column contains the same information as the Overview Report but with 2 additions. First, the Number of the Trait Scale is shown, since not all normally fall within the criteria for which to print questions. This helps correlate the questions with where the corresponding information may be on the Overview Report. The second difference is that the Scale Value (1-9) is also displayed. Thus, if the Interviewer is using the Sample Interview Questions Report, it is generally not necessary to be flipping back and forth between reports to have the data available.

## **QUESTION BACKGROUND INFORMATION**

The HIRE SUCCESS® System doesn’t just print the questions, it also provides some additional descriptive information about the application of the trait to possible business scenarios and why the Interviewer might want to (or not want to) ask one or more of the questions. Further, each question will generally state the objective or purpose of the question and what information the Interviewer may want to draw out in the conversation related to the issue at hand.

In some cases, the questions may indicate it might be good to ask this, or a similar question of a previous employer or reference. Often, prior employers will share detailed information if they are asked, but may only provide that depth when asked and not volunteer it on their own.

The Sample Interview Questions are just another tool to assist the Interviewer in discovering more in-depth information about the Applicant before making a hiring or promotion decision. HIRE SUCCESS® believes that conducting more meaningful interviews can result in better hires for the company or organization using the System, and in turn help minimize the cost of bad hires.

## BASELINE FILES

In the HIRE SUCCESS® System, a "Baseline" file refers to a small database describing the Primary and Secondary personality types and the high and low range within each of the 20 Trait Scales representing the characteristics and traits of the most successful employees in a particular job or position in the company.

## SUCCESS TRAITS

You look around your office and see many people doing different jobs, most happy and satisfied with their job. Once in a while you overhear one employee say to another *"I'm glad I don't have YOUR job."* Have you ever wondered why they may say that? It could be that their personality characteristics are so different from the person who actually DOES the job that they know they would never be happy if they had to do the same thing.

It takes all kinds of personality types to build a successful organization. Some must be leaders, efficient and demanding while always looking at the "big picture" and the bottom line at the same time. Others just want security, a good pay check and well defined guidelines in which to work. They will keep doing the same tasks over and over, day after day and be quite happy.

Other positions need people who are relentless with detail. Very neat and orderly. Perhaps the bookkeeper, accountant or computer programmer for example. Where would the business be if they didn't pay rigid attention to every detail?

The company has an image too, and people who are outgoing, friendly and love to be with people and have a good time can be a real asset too! Perhaps some of the people in the advertising, sales or customer service department have this type of outgoing personality. The bookkeeper or the clerk can't imagine themselves having to call talk with strangers every day or introduce themselves and try and sell a product. At the same time, the top sales person can't understand why anyone would want to work all day inside an office.

These are just a few examples of how the different personality types interact with each other and build a strong foundation for a company. When their talents, skills and personality traits are fully utilized to their advantage, the employee usually enjoys what he or she is doing for the company and they have an excellent chance of being a top performer. Once you begin to think about the roles each of these people play, you'll be soon begin to see the COMMON characteristics in the most successful people doing certain jobs.

When the HIRE SUCCESS® Personality Profile is used to measure the strength of some of these key traits, you have an accurate and objective way to identifying these key elements and determining the "range" which most of the successful employees score. This information is transferred into a "Baseline File" and is used by the HIRE SUCCESS® System to provide a visual frame of reference on the Summary Report so the interviewer can see at a glance

exactly where the Applicant's trait falls either inside or outside the "baseline" range, and if outside, how far outside they may be. Having the ability to see this information makes it easier to identify Applicants who come very close to the Traits exhibited by the most successful employees in that job.

When it comes to using existing employees to develop a "Baseline File", the larger the sample, the better. Not all employers, however, will have the luxury of having dozens, even 8 or 10 employees that can be used as a baseline. We recommend using no less than 3 and preferably 5 to develop a baseline. Whatever situation your company may be in, consider the following in the "Baseline" development process.

## **AUTOMATED UTILITY**

Hire Success has developed a stand-alone software utility that will read the e-mail Reports from any number of people, preferably at least 3, and then calculate the mean Trait Value of each Trait Scale as well as the Standard Deviation of each scale. It then considers one standard deviation on either side of the mean and rounds the value up or down to the nearest whole number to develop a suggested range for the group being analyzed.

The group could be the "best" or most successful employees in a particular job; they could be the least successful. Once the data is available from both, you, or your company's management, should review the data for applicability to the particular job.

**IMPORTANT NOTE:** When selecting people's reports to use to develop a Baseline, it is important to select only those people who have **similar Primary and Secondary Personality Temperaments**. For example if you have 10 Reports from the top 10 employees in a particular job, and the mix is something like this:

- 5 have a Primary "A" Personality with a Secondary "B"
- 2 have a Primary "B" Personality with a Secondary "A"
- 1 has a Primary "C" with a close Secondary "A"
- 2 have a Primary "D" Personality with a Secondary "A"

It is obvious from the group that most (in this case all) have an "A" Personality either in the Primary or Secondary position, and 7 have a "B" Personality in Primary or Secondary Position. Therefore, in this example, you would be best served using 7 Reports to build the baseline rather than all 10. The preferred 7 would be the 5 A/B Personalities and the 2 B/A Personalities.

Including the others would "homogenize" the group and draw the statistical range farther away from the "norm" represented by the majority of the group. The other 3 might be excellent employees as well, however, their results would cause the Baseline Data to be skewed away from the A/B combination to possibly some other combination. If you have created a Baseline, and the result is something like a Primary "A" and a Secondary "D", yet you have few if any employees with that combination, you may need to reconsider the Reports you use to make the Baseline.

Think of Baseline Development this way: it is NOT an award or recognition to be considered to be used for the Baseline; it is a STATISTICAL analysis. Let's say, for example, we were blending colors. The "A" types were various shades of red, where their opposite is the "D", and was blue. You can mix the reds to come up with the "average" shade of red, but add a little bit of blue, and the result starts to look purple instead of red. Why? Because the significant difference moved the mean or "norm" far enough out of the range you're looking for to shade the result to a different color.

The same thing can happen when selecting Reports to use for Baselines. Adding the significantly different reports to the mix may give a result that isn't really what you are looking for. So, please try to keep the Reports you choose to create the Baseline similar in Primary and Secondary Personality Temperaments.

## **MANAGEMENT INVOLVEMENT**

Ultimately, it is up to each company to determine which traits are applicable to the job for which the baseline is being developed. For example, if the job is a "sales" position, certainly "Persuasive" would be an applicable, and justifiable, trait to consider. However, if it was for the job of a fork lift operator, persuasiveness may have nothing at all to do with the job, and thus probably should NOT be considered in the baseline development. In order to maintain compliance with current U.S. laws, job applicability must be a factor when using a trait as a selection tool.

Management, including the supervisory and middle management staff who may oversee the job being profiled, should review the suggested baseline data from the most and least successful employees. Some traits will be the same or have significant overlap, and thus may not be a "distinguishing" trait between the most and least successful, even if it is an important trait.

There almost always are a few key traits that are distinguishably different between the most and least successful employees, and it would be those traits that Management should focus on to develop the final "baseline" file. For illustration purposes, we'll again use a sales position as our example, and we will assume, for this example, that the sales position requires a high level of customer relationship building and a long-term, repeat sale environment.

Suppose we found differences between the most and least successful people were that the most successful were less aggressive, more patient and more compassionate than the least successful people. Other traits were either similar between the most and least successful employees or weren't applicable for this job.

If this were the case, then those 3 criteria would be the "key" baseline file data that would be the target for hiring new people or promoting others into that position. A "Baseline File" would be created and used each time a new Personality Profile was used for this sales position.

## COVERING THE BASES

When using any test as a "selection" tool, it is important to make sure all of your bases are "covered" to assure objectivity and non-discrimination in the selection and hiring process. The "bases" you should always consider include:

1. **"VALIDATION"** - Providing you've used a well defined method of selecting the most and least successful employees (such as sales production, customer satisfaction, business growth, etc. as applicable for the job), you are in essence providing the level of validation needed to use the information as a selection tool. There is a MYTH within the industry that has been perpetuated and told for many years, that a formal "validation" study must have been completed by the test developer in order for the test to be considered valid, however, in our opinion, this is not correct.
2. A Supreme Court decision in **WATSON v. FORT WORTH BANK & TRUST, 487 U.S. 977 (1988)** seems very clear in stating that employers **do not** need to prove 'validation studies' that are predictive of job success when it said: *"The nature of the 'business necessity' or 'job relatedness' defense - under which the defendant has a burden of producing evidence after the plaintiff has made out a prima facie case - also constrains the application of the disparate impact theory. Employers are not required, even when defending standardized or objective tests, to introduce formal "validation studies" showing that particular criteria predict actual on-the-job performance. In the context of subjective or discretionary decisions, the employer will often find it easier than in the case of standardized tests to produce evidence of a 'manifest relationship to the employment in question.'"*

Having objectively demonstrated differences between the most and least successful employees, and assuring the trait is applicable to the job for which it is being applied, meets the "business necessity" and "job relatedness" theories, in our opinion. We suggest that if you have any question or doubt in this area, please review this case with your corporate counsel.

3. **JOB RELATEDNESS or APPLICABILITY** - As mentioned earlier, it is important that only those traits that can be demonstrated as being applicable to the job and where testing both the most and least successful employees demonstrates a measurable difference, should be considered in order to meet EEOC guidelines.

The EEOC position has been elaborated in its Guidelines on Employee Selection Procedures, 29 CFR 1607, 35 Fed. Reg. 12333 (Aug. 1, 1970). These guidelines demand that employers using tests have available *"data demonstrating that the test is predictive of or significantly correlated with important elements of work behavior which comprise or are relevant to the job or jobs for which candidates are being evaluated."* *Id.*, at 1607.4 (c).

Hire Success' opinion is that it IS important to test current employees in each job in this manner in order to establish the predictability and appropriateness of each trait being used in the "Baseline File". Again, if you have any doubts, or wish to confirm this opinion, we urge you to consult your corporate counsel for advice.

4. **NON-DISCRIMINATION** - Naturally, no test should discriminate against any individual or group of people, and a properly developed "baseline" can help assure non-discrimination in many ways.

First, in the case of the Personality Profile, no information about the individual is used in determining the personality or traits except the values the person being tested entered regarding how each of the 100 adjectives applied to them on a 1-5 scale. Other than the person's name, gender is the only additional piece of information required for the test and that is only used to correctly print "he" or "she" in the report test, not in the evaluation of the personality or trait information. Since it is a "self analysis" of how the adjectives apply, no third part could affect the outcome through any personal prejudice or discriminatory practice.

Second, because the computer does 100% of the data analysis and report development, no individual has the ability to even casually affect any output of the report and thus it would be practically impossible for a case to be made that the computer was somehow able to discriminate based on the applicant's own analysis of him/herself.

Another key Supreme Court case, **GRIGGS v. DUKE POWER CO., 401 U.S. 424 (1971)**, addressed discrimination in employment testing, although the case was about "intelligence" and "aptitude" testing, not personality testing. The case referred to **Title VII of the Civil Rights Act of 1964** (the "Act") when it held the following to be true:

*"The Act requires the elimination of artificial, arbitrary, and unnecessary barriers to employment that operate invidiously to discriminate on the basis of race, and, if, as here, an employment practice that operates to exclude Negroes cannot be shown to be related to job performance, it is prohibited, notwithstanding the employer's lack of discriminatory intent. Pp. 429-433."*

*"The Act does not preclude the use of testing or measuring procedures, but it does proscribe giving them controlling force unless [401 U.S. 424, 425] they are demonstrably a reasonable measure of job performance. Pp. 433-436."*

Without such an objective tool as HIRE SUCCESS®, virtually anything could be alleged. With HIRE SUCCESS®, there is not "artificial barrier" and through proper development of the "baseline" file, a "demonstrably reasonable measure of performance" can be achieved.

This is why we strongly suggest each employer, and user of the HIRE SUCCESS® system, follow the Guidelines set forth below.

## PROPER USE OF EMPLOYMENT TESTING

The position of HIRE SUCCESS® is that if any of our tests are to be used as a pre-employment testing tool, that the following procedures should be followed by each employer administering the tests:

1. Test ALL applicants who apply for a particular job and meet all other minimum requirements for the job. The application of the test should NOT be used selectively as a means for either justifying a candidate when another has not had the opportunity to take the test(s), or to adversely affect someone who has taken the test(s) in favor of another applicant who was not required by the employer to take the same test(s).

We are not suggesting that all applicants must be tested if they are not otherwise qualified. For example, if an applicant for a chemical engineering position had no education, background or experience in chemistry, and having that background was a job requirement, we do not believe it would be necessary to provide them with other pre-employment tests as they would be disqualified by some other means. We ARE, however, suggesting that all employees, regardless of race, age, education, etc., who share similar qualification for the job MUST be offered the same opportunity to take the pre-employment test(s).

2. Each test that will be administered in a pre-employment environment by an employer should be administered to employees currently holding the same or similar position, especially with the employer administering the test, in order to establish a "**baseline**" from which to compare test results of job applicants. We believe that developing this "baseline" information, if done fairly and properly, will meet the criteria in number two above prescribing "... giving them controlling force unless they are demonstrably a reasonable measure of job performance."

What will be important is to identify the job-related attributes available with a particular test and apply the test results fairly using that data as a consideration for employment.

Chief Justice Burger said, in the delivery of the Court's opinion (Griggs vs. Duke Power) that "*... Congress has placed on the employer the burden of showing that any given requirement must have a manifest relationship to the employment in question. [401 U.S. 424, 433]*"

HIRE SUCCESS® believes this pivotal point is why it is so important that each employer use each tool responsibly and test existing employees, where possible, to develop valid "baseline" criteria. For example, if a Company was hiring for a sales position selling ads in a local magazine, the Company may be easily able to determine that the most successful sales people in their company may have a particular primary personality type and have strong traits in areas like "Persuasiveness", "Extroversion", "Independence", "Aggressiveness", etc. However, if it can not be established that it is important to the job to be literate in computer terminology, then administering the computer knowledge aptitude test would not have the "**manifest relationship**" to the job and thus using that test in a pre-employment environment would be inappropriate.

If, however, the person was hired and later applied for a different job within the company where computer knowledge WAS important to the successful completion of the job, then administering the test when considering people for promotion, transfer or another job would be appropriate.

Chief Justice Burger's concluding statement from *Griggs vs. Duke Power* when delivering this opinion was: *"Nothing in the Act precludes the use of testing or measuring procedures; obviously they are useful. What Congress has forbidden is giving these devices and mechanisms controlling force unless they are demonstrably a reasonable measure of job performance. Congress has not commanded that the less qualified be preferred over the better qualified simply because of minority origins. Far from disparaging job qualifications as such, Congress has made such qualifications the controlling factor, so that race, religion, nationality, and sex become irrelevant. What Congress has commanded is that any tests used must measure the person for the job and not the person in the abstract."*

We believe the HIRE SUCCESS® Personality and Aptitude tests are a valid and accurate tool for measuring the person for the job and **not** in the abstract, and thus provides employers with an efficient, simple, accurate and cost-effective tool for general employment testing.

## THE 80/20 RULE

Most people have probably heard how the "80/20 rule" applies to many things. For example, it is often said that "80% of the sales are made by 20% of the sales force", "80% of the problems are caused by 20% of the people", etc. There is a similar 80/20 rule that is applied to employment testing to assure that a test is not discriminatory.

Using a reasonable sample size, minority groups must pass a test at LEAST 80% as often as majority groups. This is most readily applied with the HIRE SUCCESS® system in its Aptitude tests. For example, if a math test were administered to accounting candidates, and say 60% of white male candidates passed the math test, at least 48% or more of minority candidates must also pass the test in order for the test to be considered non-discriminatory.

Therefore, employers may want to keep data about test applicants which includes at least race and gender information, in order to show that their tests do not have "adverse impact" in minorities. However, if kept, it must be noted that such information may not be used in the employment selection, development or promotion of any individual.

## **CONTACTING HIRE SUCCESS**

Our Offices are located in the Indianapolis, Indiana area and are open Monday through Friday between the hours of 8:30 am and 5:00 pm Eastern Time. Indiana, particularly the Indianapolis area, observes Daylight Savings Time when the rest of the U.S. observes Daylight Savings Time.

Hire Success Authorized Dealers outside of the United States can be found on our web site by selecting the “Contact Us” menu item.

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Thank You for Choosing  
**HIRE SUCCESS®**