WSA™ | WORKING STYLES ASSESSMENT™

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Personnel Selection Report

Generated by **PAR**iConnect™

Prepared for:

Sample Client

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o*net™

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Introduction

This report contains information about the results of this individual's Working Styles Assessment. It provides information about the strengths and preferences of the individual as they relate to workplace personality.

Overview of the WSA

The WSA is an assessment of workplace personality characteristics related to effective job performance. The working styles measured by the WSA are based on the Occupational Information Network (O*NET) taxonomy of work styles, a collection of traits that describes the personality characteristics used to determine successful person-job fit, that is, the interrelationship between the characteristics of the worker and the traits important for successful performance in the job. The WSA includes 18 working styles grouped into five broad constructs: Drive, Interpersonal Skill, Adjustment, Responsibility, and Problem-Solving Skill. Beginning on page 4, this report describes what each of these constructs represents and which working styles they comprise.

Selection decisions should not be based on a single assessment or metric. Results from the WSA should be evaluated in combination with other cognitive and personality-based assessments, structured interviews, or other personal data relevant to the position for which you are hiring. The degree to which each work style is relevant to an occupation varies across organizations and work environments, so an analysis of job roles and responsibilities should be conducted prior to evaluating applicants' WSA profiles. For more information on the use of personality assessments in the selection process, please refer to the *Principles for the Validation and Use of Personnel Selection Procedures.*

Applicant-Job Fit Assessment

The Applicant-Job Fit Assessment provides an at-a-glance summary of how well Sample Client's working styles align with the qualities indicated as important for the position of Bank Teller- Entry level. The working styles listed in the left column were selected by the test administrator as qualities that are important to the Bank Teller- Entry level position for which the applicant is being evaluated. The working styles listed in the right column are the applicant's rank-ordered list of highest scoring working styles.

The percentile score for each of these working styles is presented in the middle column. Percentiles compare that individual's score to those of a nationally representative sample of the population, while the ranking of working styles presents the individual's score on one working style relative to their other working styles. It is important to consider both the percentile and the relative rank of working styles when evaluating this individual.

Of the working styles identified as being important to the position, 90% also appear on Sample's list of highest ranked working styles. These are indicated by a check mark. Based on his WSA score profile, Sample has many of the qualities identified as important for a Bank Teller- Entry level among his highest-ranked working styles, and there is a considerable degree of overlap between the qualities important for the position and Sample's strengths.

90% Match

Important Working Styles for: Bank Teller- Entry level		Sample Client's Highest Ranked Working Styles
Working Styles	**%ile**	
Stress Tolerance	93	1. Dependability ✓
Self Control	90	2. Concern for Others ✓
Adaptability	89	3. Cooperation ✓
Integrity	89	4. Attention to Detail ✓
Cooperation	87	5. Stress Tolerance ✓
Attention to Detail	87	6. Conscientiousness ✓
Dependability	83	7. Integrity ✓
Achievement	82	8. Self Control ✓
Conscientiousness	81	9. Achievement ✓
Concern for Others	78	10. Confidence

✓ indicates this Working Style was identified as being important to the position for which the applicant is being evaluated.

Validity of Responses

The results of this applicant's assessment fall within the normal range of scores. Review the Validity of Responses section for more information.
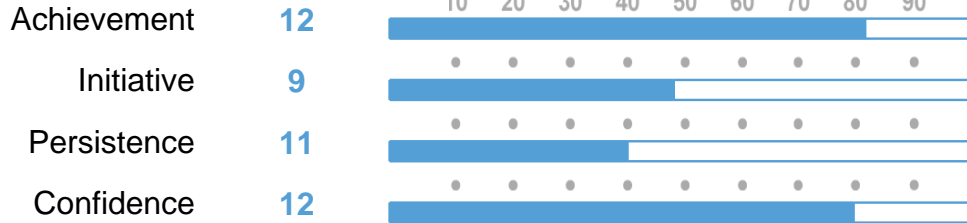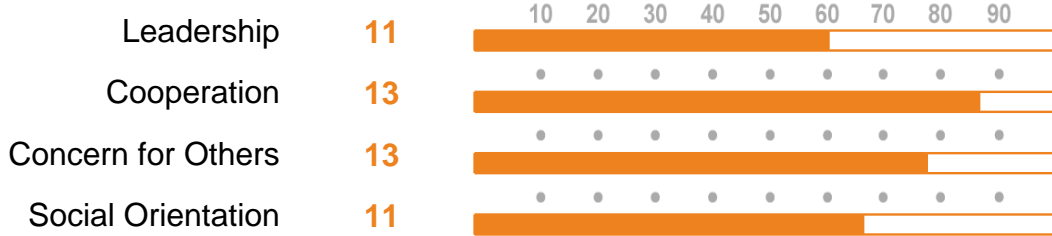
Summary of Scores

Score
out of 14
points

Percentiles
indicates the percentage of individuals from the national
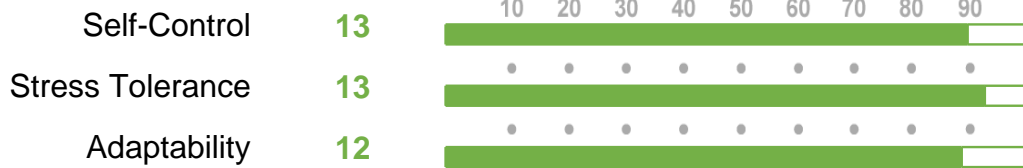sample whose scores are equal to or less than this score

Drive

	Score	
Achievement	12	
Initiative	9	
Persistence	11	
Confidence	12	

Interpersonal Skill

	Score	
Leadership	11	
Cooperation	13	
Concern for Others	13	
Social Orientation	11	

Adjustment

	Score	
Self-Control	13	
Stress Tolerance	13	
Adaptability	12	

Responsibility

	Score	
Dependability	13	
Attention to Detail	13	
Integrity	13	
Conscientiousness	13	

Problem-Solving Skill

	Score	
Independence	5	
Innovation	10	
Analytical Thinking	11	
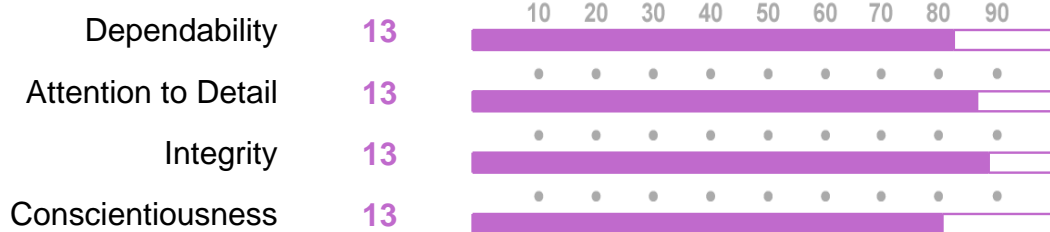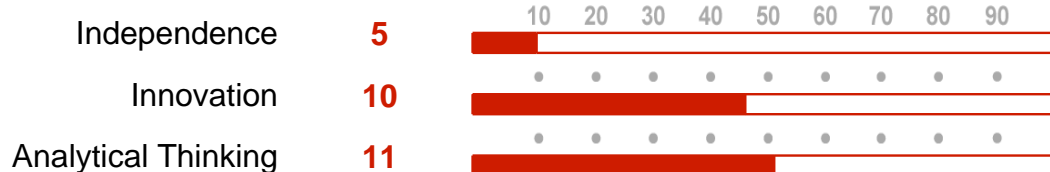
Validity of Responses

This section provides an analysis of Sample Client's scores for each working style and his overall pattern of responding, as compared to a national sample. The following information should be considered when evaluating this WSA profile. It can be especially helpful in circumstances where there is an unusual pattern of responses, such as scores that are particularly high across all working styles.

✔ Sample Client's scores and response patterns suggest that he responded in varying ways across different working styles and most likely has a realistic view of his specific strengths in the workplace. More than 60% of the national sample earned an overall score in the same range as this individual. He likely responded to items in this assessment in an honest and candid manner.

Sample Client's Working Style Characteristics

The following section includes a description of the constructs and working styles measured by the WSA. Based on these scores, the individual's preferences and tendencies associated with each working style are discussed. This information is intended to provide a sense of how this individual might function in the workplace. The information presented here does not represent observed behaviors of the individual; instead, it provides general guidelines about what the user's potential characteristics may be as suggested by their WSA scores.

Drive

The Drive construct consists of the following working styles: Achievement, Initiative, Persistence, and Confidence. Collectively, these scales reflect the drive and motivation needed to advance in jobs. The following sections provide a definition of each working style that makes up the Drive construct and describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

Achievement
Score: 12

The Achievement scale assesses an individual's tendency to set challenging goals and work hard toward their completion, often going beyond expectations.

Sample's Achievement score suggests that he tends to have high goals and aspirations for himself and works diligently to accomplish them. It also suggests that he is not satisfied with average performance in his job and pushes himself to meet a high standard that he has set. His colleagues may think of him as driven and industrious.

Initiative
Score: 9

The Initiative scale assesses the likelihood of an individual identifying opportunities to learn and advance in his or her field and engaging in new activities and responsibilities.

Based on Sample's Initiative score, it is likely that he will often volunteer for a new assignment or take on a new role in the workplace. He tends to be open to opportunities to learn a new skill or advance his knowledge of his field, especially when the idea is encouraged by a colleague or supervisor.

Persistence
Score: 11

The Persistence scale assesses an individual's ability to see tasks through to completion despite frustrations and problems that may occur.

Sample's Persistence score indicates that he generally tends to work through minor obstacles to complete tasks. It also indicates that he dislikes leaving tasks incomplete, unless a major setback occurs. It is likely that he is typically able to motivate himself to complete assignments in a timely manner, even those that he finds uninteresting or challenging.

Confidence
Score: 12

The Confidence scale assesses an individual's level of self-assurance and ability to clearly articulate his or her own ideas.

Based on Sample's pattern of responses on this scale, he is probably comfortable voicing his opinion even if it may be unpopular. He tends to easily make decisions and does not second-guess himself. He feels comfortable sharing his ideas in a large group or in front of supervisors. His colleagues may describe him as decisive and poised.

Sample Client's Working Style Characteristics

Interpersonal Skill

The Interpersonal Skill construct consists of the following working styles: Leadership, Cooperation, Concern for Others, and Social Orientation. As a group, these scales reflect teamwork and sensitivity towards others' feelings. The following sections provide a definition of each working style that makes up the Interpersonal Skill construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

Leadership
Score: 11

The Leadership scale assesses an individual's ability and desire to lead groups, manage others, take charge, and direct the work of others.

Sample's Leadership score suggests that he tends to enjoy taking on visible roles on projects. It also suggests that he often emerges as a leader in group projects when no project lead has been assigned. He may be chosen as the representative for his department on company-wide initiatives and tends to enjoy mentoring others. His colleagues may find him to be dominant and commanding.

Cooperation
Score: 13

The Cooperation scale assesses an individual's ability to work as part of a team, help others succeed, and resolve conflicts.

Sample's Cooperation score indicates that he may prefer to work in groups to accomplish difficult tasks and values harmony when he works as part of a team. He is likely to look for opportunities to help coworkers meet their goals. His colleagues might describe him as agreeable and a team-player.

Concern for Others
Score: 13

The Concern for Others scale assesses an individual's predisposition to show care, empathy, and understanding of others' feelings.

Based on Sample's pattern of responses on this scale, he appears to be sensitive and in tune with his coworkers' moods. He is likely to be insightful and adept at picking up on nonverbal cues in a conversation. Colleagues may go to him for advice on a personal issue or may talk with him about a problem they are experiencing. His colleagues might describe him as understanding and empathetic.

Social Orientation
Score: 11

The Social Orientation scale assesses an individual's tendency to interact with others at work in a friendly and outgoing way.

Sample's Social Orientation score suggests that he tends to be friendly and outgoing. It is likely that he actively cultivates personal relationships with coworkers and quickly makes friends at work. His coworkers probably think of him as a tolerant and warm person.

Sample Client's Working Style Characteristics

Adjustment

The Adjustment construct consists of the following working styles: Self-Control, Stress Tolerance, and Adaptability. Collectively, these scales reflect flexibility and composure in high-pressure situations. The following sections provide a definition of each working style that makes up the Adjustment construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

Self-Control
Score: 13

The Self-Control scale assesses an individual's ability to control his or her emotions and perform effectively despite changes in mood or emotional state.

Sample's Self-Control score reflects his tendency to be patient and difficult to aggravate. It is likely that he can control his temper easily and approach heated situations in a calm and controlled manner. He tends to avoid arguments with coworkers and can disagree without arguing. His colleagues might describe him as patient and easy-going.

Stress Tolerance
Score: 13

The Stress Tolerance scale assesses an individual's tendency to remain calm in stressful situations and accept criticism with poise.

Based on Sample's pattern of responses on this scale, it is likely that he can function effectively in a high-stress work environment and doesn't let job related pressures hinder his performance. He tends to accept criticism gracefully and positively and is able to leave work stress at the office. His colleagues might describe him as being composed and level-headed.

Adaptability
Score: 12

The Adaptability scale assesses an individual's attitude toward engaging in a variety of different tasks and functioning in a dynamic work environment.

Sample's Adaptability score suggests that he tends to prefer a position where he gets to work on different things each day; he may become dissatisfied easily by repetitive tasks. It is likely that he adapts easily to changes in his work environment and may welcome changes to his routine. His colleagues might describe him as versatile and accommodating.

Sample Client's Working Style Characteristics

Responsibility

The Responsibility construct consists of the following working styles: Dependability, Attention to Detail, Integrity, and Conscientiousness. Taken together, these scales reflect reliability and honesty in the workplace. The following sections provide a definition of each working style that makes up the Responsibility construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

Dependability
Score: 13

The Dependability scale assesses an individual's tendency to be punctual, responsible, and able to fulfill the commitments he makes.

Sample's Dependability score suggests that he may be thought of by colleagues as someone who can be counted on to keep the commitments he makes. It is likely that he can handle a great deal of responsibility. His colleagues might describe him as being reliable and trustworthy.

Attention to Detail
Score: 13

The Attention to Detail scale assesses an individual's level of precision, organization, and ability to focus on details in his or her work.

Based on Sample's responses on this scale, it is likely that he always checks his work for errors before turning it in. It is also likely that he is concerned with small details in his assignments and will catch errors that others may have missed. He may have the potential to excel at tasks that require precision, but could miss deadlines in order to make sure the final product is free from errors. His colleagues may describe him as precise and meticulous.

Integrity
Score: 13

The Integrity scale assesses an individual's tendency to follow the rules, tell the truth, and behave in an ethical way.

Sample's Integrity score indicates that he consistently behaves according to strict principles. It is likely that he adheres to guidelines and rules even when they may seem excessive or do not appear to apply to a given situation. His colleagues might describe him as an honest and ethical individual.

Conscientiousness
Score: 13

The Conscientiousness scale assesses an individual's level of self-discipline and his or her ability to work in a deliberate, organized, and thoughtful way.

Sample's Conscientiousness score suggests that he tends to plan his work before beginning a new project; he tends to consistently produces very high quality work. His coworkers might find him to be extremely diligent, responsible, and organized.

Sample Client's Working Style Characteristics

Problem-Solving Skill

The Problem-Solving Skill construct consists of the following working styles: Independence, Innovation, and Analytical Thinking. Collectively, these scales reflect creativity and objectivity in an individual's approach to workplace challenges. The following sections provide a definition of each working style that makes up the Problem-Solving Skill construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

Independence
Score: 5

The Independence scale assesses an individual's self-reliance and his or her ability to make decisions and complete tasks without supervision.

Sample's pattern of responses on this scale indicate that he tends to prefer working under the guidance of his supervisor. It is likely that he may be uneasy making decisions on his own and may prefer to have someone else set priorities for him and give him clear direction. His colleagues might describe him as dependent and insecure at times.

Innovation
Score: 10

The Innovation scale assesses an individual's level of creativity and his or her tendency to identify alternative solutions and new ways of doing things.

Sample's Innovation score suggests that he is likely to be somewhat skilled at generating new ideas and creative solutions to problems. He may question the established way of doing things when he believes there could be an improvement to the process.

Analytical Thinking
Score: 11

The Analytical Thinking scale assesses an individual's ability to solve problems logically and methodically by analyzing relevant information.

Sample's Analytical Thinking score suggests that he is generally able to integrate multiple ideas when analyzing a problem. He may begin with a logical analysis of an issue, but in the end he is likely to trust his instincts to guide him.

Sample Interview Questions

Personality assessments are only one way to learn about job applicants. To fully evaluate how an individual may perform on the job and fit in with your organization, it if often beneficial to conduct a semi-structured interview to learn more about the applicant's experiences and how he or she would behave in certain work situations. The interview questions below are designed to address each of the working styles discussed in this report. These questions can supplement a standard interview already in place in your organization, helping you to further explore areas that are relevant to the position or areas where the applicant had particularly high or low scores.

Achievement	What has been your biggest professional achievement? What do you hope to achieve next?
Initiative	Give an example of a time that you felt you went above and beyond the call of duty at work.
Persistence	What assignment have you received that was too difficult for you, and how did you resolve the issue?
Confidence	Describe a job experience in which you had to speak up and tell other people what you thought or felt. Was it difficult for you to do?
Leadership	What personal qualities define you as a leader? Describe a situation when those qualities helped you lead others.
Cooperation	Have you worked with a person who you did not see eye to eye with? How did you resolve your conflicts?
Concern for Others	How would you handle a request for advice on a personal matter from a coworker?
Social Orientation	What kind of relationship did you have with coworkers in your previous jobs?
Self-Control	How do you handle disagreements with coworkers?
Stress Tolerance	Talk about a time when you faced a stressful problem at work. What did you do?
Adaptability	What do you do when your schedule is interrupted? Give an example of how you handle it.
Dependability	Talk about the last time you were unable to report to work. How did you get the work finished that needed to be done that day?
Attention to Detail	If you had to choose one, would you consider yourself a big-picture person or a detail-oriented person?
Integrity	On occasion we are confronted by dishonesty in the workplace. Talk about an instance of this you experienced and how you handled it.
Conscientiousness	If you suddenly were given a deadline assignment while you were busy finishing another urgent problem, how would you handle the situation?
Independence	How is your productivity affected by the level of supervision you receive from your manager? How is the quality of your work affected?
Innovation	There are many jobs that require creative or innovative thinking. Give an example of when you had such a job and how you handled it.
Analytical Thinking	Describe a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?

WSA Item Responses

Section A.1	Section C.1	Section E.1	Section G.1	Section I.1	Section K.1	Section M.1	Section O.1	Section Q.1
A	A	A	A	A	D	A	A	A
A	A	A	A	A	A	A	A	A
A	A	A	A	A	A	A	A	A
A	A	A	A	Section I.2	A	A	A	A
D	A	A	A	D	A	A	A	A
A	A	A	A	D	Section K.2	A	D	D
A	A	A	A	D	D	A	Section O.2	D
A	D	D	D	D	D	Section M.2	D	D
D	D	Section E.2	Section G.2	D	D	D	D	A
A	D	A	D	D	D	A	D	A
Section A.2	Section C.2	A	D	D	D	D	D	Section Q.2
D	D	D	D	D	D	D	D	A
D	D	D	D	D	D	D	D	D
D	D	D	D	D	D	D	D	D
D	D	D	D	A	A	D	D	D

Section B.1	Section D.1	Section F.1	Section H.1	Section J.1	Section L.1	Section N.1	Section P.1	Section R.1
A	A	A	A	A	A	A	A	A
A	A	A	A	A	A	A	A	A
A	A	A	D	A	A	A	A	A
A	A	A	A	D	A	A	A	A
A	A	A	A	Section J.2	A	Section N.2	D	D
A	A	A	A	D	A	A	D	A
D	A	A	A	D	A	D	Section P.2	A
D	A	Section F.2	A	D	A	D	A	A
Section B.2	D	D	A	D	A	D	D	D
A	Section D.2	D	Section H.2	D	Section L.2	D	A	Section R.2
A	D	D	A	D	D	D	A	D
A	D	D	D	D	A	D	A	D
D	D	D	D	D	D	D	A	D
D	D	D	D	D	D	D	A	D
D	A	A	D	D	D	D	A	A

Note.   A = Agree, D = Disagree.
"---" indicates a missing response.

*** End of Report ***