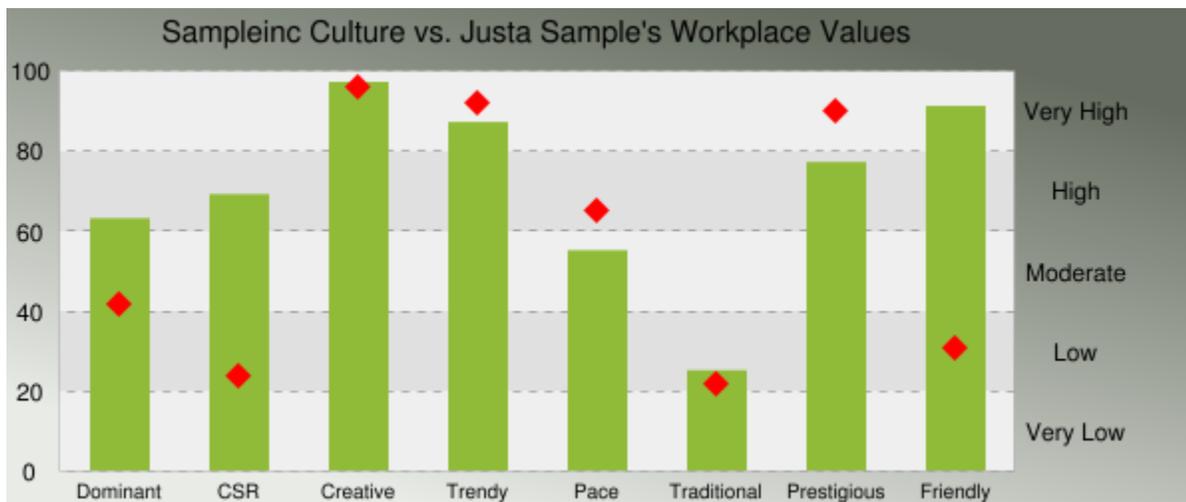# Executive Report for Justa Sample and Sampleinc

Overall Fit

Overall Fit predicts the extent to which this individual is likely to perceive themselves as fitting in with this organization's corporate culture. Perceived fit predicts a wide number of important individual and organizational outcomes. Individuals with high fit are more likely to experience engagement with their work, be satisfied with their jobs, and to avoid voluntary turnover. Poor fitting individuals are likely to experience dissatisfaction at work, experience low engagement and poor commitment to the organization. Poor fitting individuals are much more likely to leave the organization than a good fitting individual. Overall fit is a complex computation. It takes into account the interaction of workplace values of the individual and organizational culture. Although complex, the end result is highly predictive of fit perceptions. It is however, less predictive than our adaptive fit measure which examines personality and culture in a more complex way to make the prediction. To obtain an adaptive fit measure you must upgrade the report to an 'Advanced Report'.

This figure illustrates how Justa Sample's workplace values compare to Sampleinc's organizational culture.

Your company culture is represented by the green bars whereas the red diamonds represent the applicant's workplace values. Large differences may indicate areas where the individual and the organization are not ideal matches. Note, that it is rare to have an individual and company match on every aspect of the organization's culture. The degree of difference and the pattern of differences is more important for perceptions of fit.

Turnover Risk

13.0

Moderate

Low   High

Turnover risk predicts the probability that this individual would consider leaving this company within the first year or two of employment. It takes into account a variety of factors including the individualâ€™s personality and workplace values that are associated with early leavers (some people are simply more likely to consider leaving than others based on their profiles regardless of the company). It also takes into account the fact that some companies are more likely to have higher turnover than others based on their culture alone. Finally it integrates the degree of fit between this individual and this specific company in predicting likelihood of turnover. High scorers on turnover risk are likely to leave the organization as soon as possible whereas low scorers will have lower turnover rates than is typical for this industry and this company.

Job Satisfaction

89.0

Moderate

Low   High

The extent to which this individual is likely to feel satisfied and happy at work in this organization is predicted by this measure. Satisfied individuals are less likely to be absent from work, less likely to engage in counterproductive work behaviors, and more likely to volunteer to put in extra effort to help the organization. Job satisfaction is the most widely studied attitude in Organizational Psychology and the benefits of satisfied workers for both the workers and the employer are well documented.

Engagement

88.0

Moderate

Low   High

Engagement is the extent to which this individual is likely to experience an emotional and cognitive attachment to this particular organization. Engagement has been found to have a strong association with a number of important outcomes. For example, a Hay Group study found that workplaces with highly engaged workers were 42% more productive than those with disengaged workers and Watson Wyatt Worldwide found organizations with high proportions of engaged employees were up to 200% more effective than those with poor engagement.

Adaptibility

31.0

Low   Moderate   High

Our research has found that some individuals are like social chameleon's who quickly adapt to just about any environment whereas others are more rigid and tend to fit best with one particular workplace culture. If the job requires the individual to move among many departments or physical locations on various projects or if the corporate culture is very fluid, highly adaptive individuals may be important for your organization. However if the work environment is fairly stable and the individual is likely to be employed in the same culture most of the time, adaptability is less of an issue.

Adaptive Fit
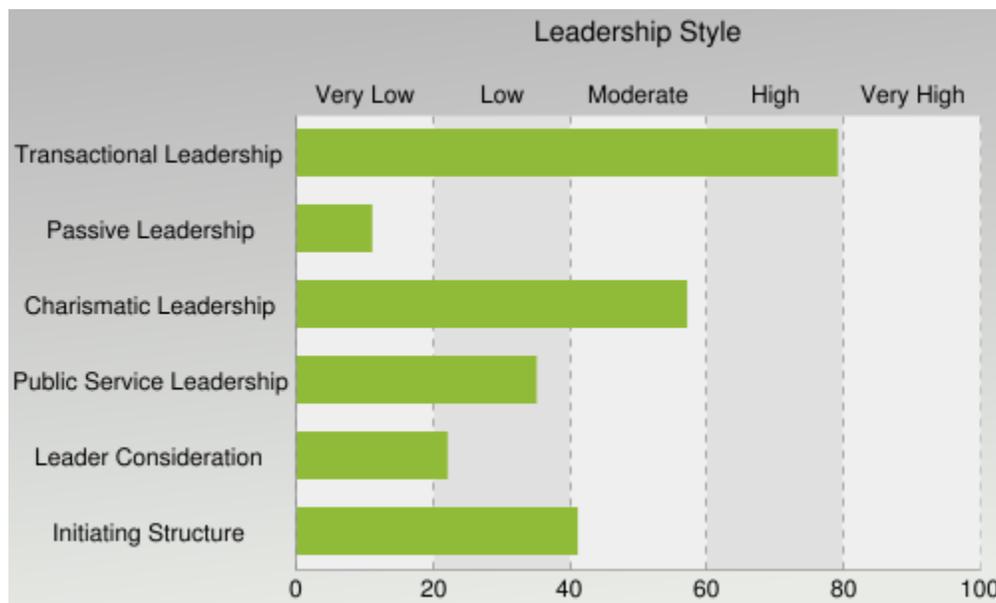
86.0

Low   Moderate   High

Adaptive Fit predicts the extent to which this individual is likely to perceive themselves as fitting in with this organization's corporate culture. Perceived fit predicts a wide number of important individual and organizational outcomes. Individuals with high fit are more likely to experience engagement with their work, be satisfied with their jobs, and to avoid voluntary turnover. Poor fitting individuals are likely to experience dissatisfaction at work, experience low engagement and poor commitment to the organization. Poor fitting individuals are much more likely to leave the organization than a good fitting individual.Overall fit is a complex computation. It recognizes personality differences in fit adaptability (some people are likely to fit in to a wide variety of places based on their personality disposition whereas others are highly particular to specific types of organizations). It also takes into account the fact that some aspects of organizational culture are highly attractive to most people and that mismatches are more important for some aspects of organizational culture than others. Lastly, it takes into account the interaction of the personality and workplace values of the individual and organizational culture.Although complex, the end result is highly predictive of fit perceptions.

Risk Taking

Moderate
97.0
Low
High

Individuals vary with respect to their propensity to take risks. Research indicates a strong link between personality and risk taking behavior. Risk taking is also highly correlated with impulsive behavior. Some leaders can be very successful by being high on risk taking while others might be more successful by being cautious. This measure is an indicator of how likely this individual will engage in risky behavior when presented with the opportunity to take risks. You must determine whether you are seeking more of a risk taker or a more cautious individual.

Leadership Style

Leadership Style

	Very Low	Low	Moderate	High	Very High
Transactional Leadership					
Passive Leadership					
Charismatic Leadership					
Public Service Leadership					
Leader Consideration					
Initiating Structure					

0   20   40   60   80   100

Transactional Leadership

Transactional leaders are those who rely primarily on rewards and punishments to influence their subordinates. They tend to be task oriented and focus on goal achievement. Transactional leaders can be very effective in some work environments but are often viewed as less effective than Transformational leaders. A famous example of a transactional leader is Apple's Steve Jobs, who is well known for his reward/punishment style and task focused leadership.

Passive Leadership

Passive Leadership style is associated with leaders who tend to allow events to unfold with minimum guidance or input until something goes wrong. Then they tend to become more involved in identifying who

created the problem and correcting them. This style of leadership is considered to be the least effective and most likely to generate negative feelings in subordinates.

Charismatic Leadership

Charismatic leadership potential measures the aptitude of an individual for succeeding in a charismatic leadership role. This is an estimate of how likely this individual would succeed in a charismatic leadership role based on their personality characteristics.

Public Service Leadership

Although there are common components of leadership across organizational contexts, recent research shows that certain personality traits are more emphasized in public service leadership than we find in other businesses. This measure reflects the personality components and weightings that predict success in leadership positions in public service organizations.
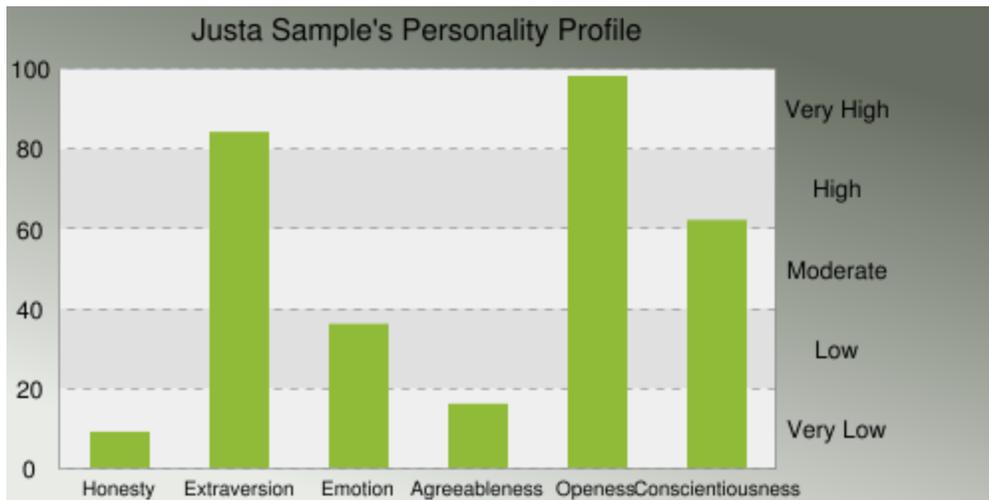
Leader Consideration

Leader Consideration reflects the extent to which the leader is likely to engage in building relationships with subordinates as an integral part of their approach to management. Leaders scoring high in this measure are likely to spend time to get to know their employees well and place a high emphasis on keeping employees happy through positive relationships. Low scorers on Leader Consideration tend to avoid building close bonds with their subordinates and prefer to remain more aloof.

Initiating Structure

Initiating Structure is the tendency of a leader to focus on tasks and goals. Leaders high on initiating structure tend to provide a lot of input on task completion for their subordinates. They tend to prefer to set goals for their subordinates and follow up on those goals consistently.

Justa Sample's Personality Report

Part 1 Personality Profile

Justa Sample's Personality Profile

Honesty

Persons with high scores on the Honesty scale tend to avoid manipulating others for personal gain, to feel little temptation to break rules, to be uninterested in possessing lavish wealth and luxuries, and to feel no special entitlement to elevated social status or privilege. Conversely, persons with low scores on this scale tend to feel a strong sense of self-importance, to be motivated by material gain, to feel tempted to bend laws for personal profit, and to flatter others when this may be successful.

Very low honesty

Extraversion

Persons with high scores on the Extraversion scale tend to feel confident when leading or addressing groups of people, to enjoy social gatherings and interactions, to feel positively about themselves, and to experience positive feelings of enthusiasm and energy. Conversely, persons with low scores tend to be rather reserved, to feel awkward when they are the center of social attention, to consider themselves unpopular, to be somewhat less lively than others, and to be rather indifferent to social activities.

Very high extraversion

Emotion

Persons with high scores on the Emotionality scale tend to experience fear of physical dangers, to experience anxiety in response to life's stresses, to feel a need for emotional support from others, and to feel sentimental attachments and empathic concern in relation to others. Conversely, persons with low scores on this scale tend to feel rather unemotional, detached, and independent with regard to their personal relationships, and to feel little anxiety or fear even under stressful or frightening circumstances.

Low emotion

Agreeableness

Persons with high scores on the Agreeableness scale tend to compromise and cooperate with others, to be lenient in judging others, to remain patient and easily control their temper, and to forgive the wrongs that one has suffered. Conversely, persons with low scores tend to feel anger readily in response to mistreatment, to bear grudges against those who have insulted or deceived them, to be rather critical of others' shortcomings, and to be stubborn in defending their point of view.
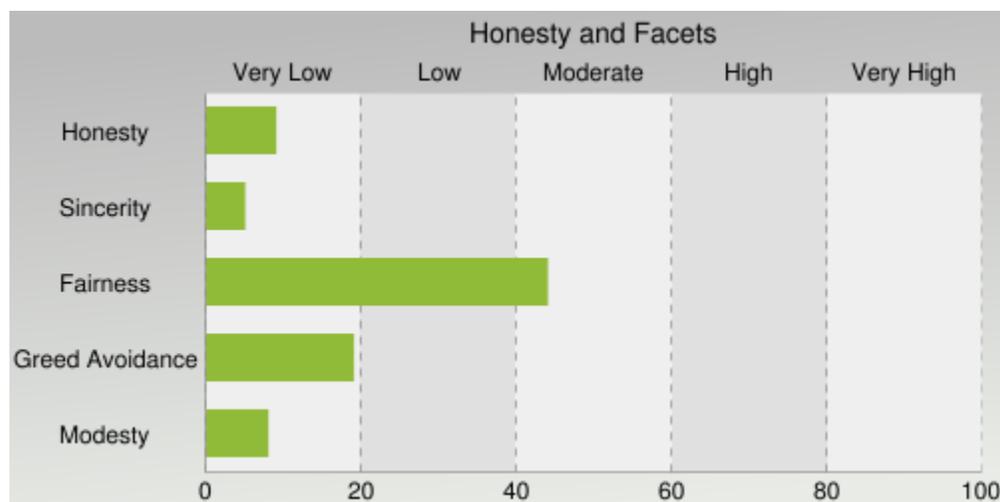
Very low agreeableness

Openess

Persons with high scores on the Openness to Experience scale tend to become absorbed in the beauty of art and nature, to feel intellectual curiosity in various domains of knowledge, to use their imagination freely in everyday life, and to take an interest in unusual ideas or people. Conversely, persons with low scores tend to be rather unimpressed by most works of art, to feel little interest in the natural or social sciences, to avoid creative pursuits, and to feel little attraction toward ideas that may seem radical or unconventional.

Very high openness

Conscientiousness

Persons with high scores on the Conscientiousness scale tend to organize things (both time and physical surroundings), to work in a disciplined way toward their goals, to strive for accuracy and perfection in their tasks, and to deliberate carefully when making decisions. Conversely, persons with low scores tend to be unconcerned with orderly surroundings or schedules, to avoid difficult tasks or challenging goals, to be satisfied with work that contains some errors, and to make decisions on impulse.

High Conscientiousness

Sincerity

The Sincerity scale assesses a tendency to be genuine in interpersonal relations. Low scorers will flatter others or pretend to like them in order to obtain favors, whereas high scorers are unwilling to manipulate

others.

Very low Sincerity

Fairness

The Fairness scale assesses a tendency to avoid fraud and corruption. Low scorers are willing to gain by cheating or stealing, whereas high scorers are unwilling to take advantage of other individuals or of society at large.
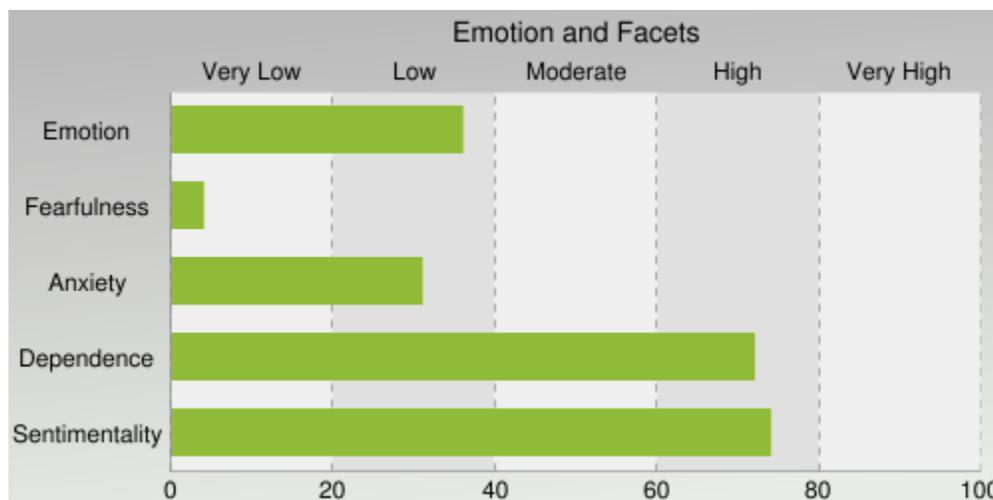
Moderate Fairness

Greed Avoidance

The Greed Avoidance scale assesses a tendency to be uninterested in possessing lavish wealth, luxury goods, and signs of high social status. Low scorers want to enjoy and to display wealth and privilege, whereas high scorers are not especially motivated by monetary or social-status considerations.

Very low Greed Avoidance

Modesty

The Modesty scale assesses a tendency to be modest and unassuming. Low scorers consider themselves as superior and as entitled to privileges that others do not have, whereas high scorers view themselves as ordinary people without any claim to special treatment.

Very low Modesty

Fearfulness

The Fearfulness scale assesses a tendency to experience fear. Low scorers feel little fear of injury and are relatively tough, brave, and insensitive to physical pain, whereas high scorers are strongly inclined to avoid

physical harm.

Very low Fearfulness

Anxiety

The Anxiety scale assesses a tendency to worry in a variety of contexts. Low scorers feel little stress in response to difficulties, whereas high scorers tend to become preoccupied even by relatively minor problems.
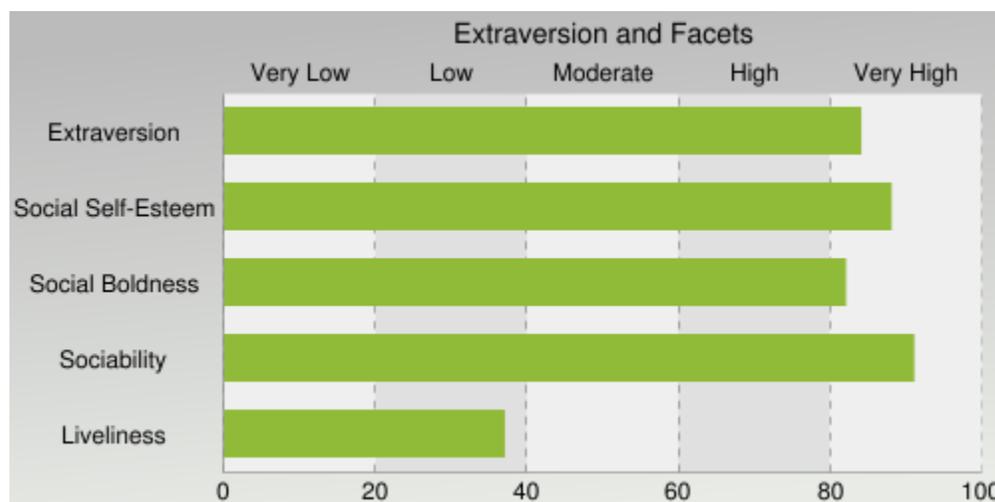
Low Anxiety

Dependence

The Dependence scale assesses one's need for emotional support from others. Low scorers feel self-assured and able to deal with problems without any help or advice, whereas high scorers want to share their difficulties with those who will provide encouragement and comfort.

High Dependence

Sentimentality

The Sentimentality scale assesses a tendency to feel strong emotional bonds with others. Low scorers feel little emotion when saying good-bye or in reaction to the concerns of others, whereas high scorers feel strong emotional attachments and an empathic sensitivity to the feelings of others.

High Sentimentality

Social Self-Esteem

The Social Self-Esteem scale assesses a tendency to have positive self-regard, particularly in social contexts. High scorers are generally satisfied with themselves and consider themselves to have likable qualities, whereas low scorers tend to have a sense of personal worthlessness and to see themselves as unpopular.

Very high Social Self-Esteem

Social Boldness

The Social Boldness scale assesses one's comfort or confidence within a variety of social situations. Low scorers feel shy or awkward in positions of leadership or when speaking in public, whereas high scorers are willing to approach strangers and are willing to speak up within group settings.

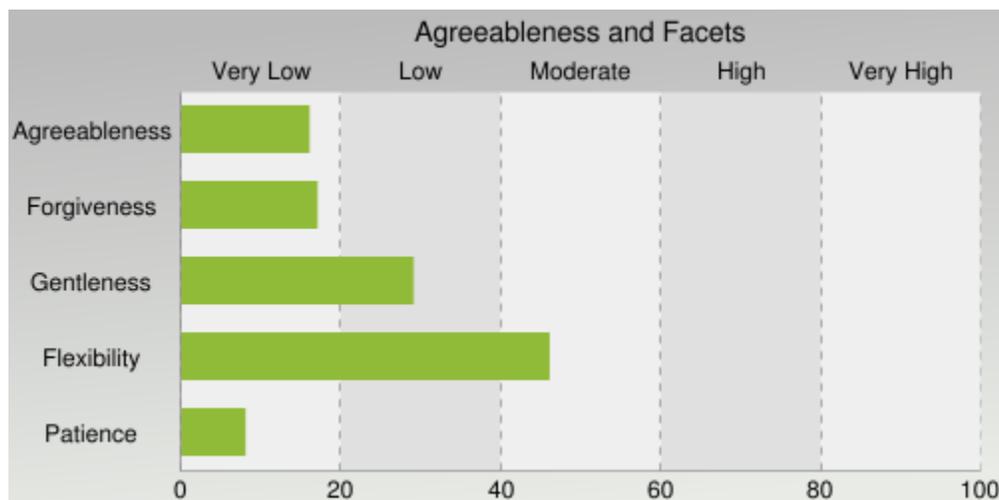Very high Social Boldness

Sociability

The Sociability scale assesses a tendency to enjoy conversation, social interaction, and parties. Low scorers generally prefer solitary activities and do not seek out conversation, whereas high scorers enjoy talking, visiting, and celebrating with others.

Very high Sociability

Liveliness

The Liveliness scale assesses one's typical enthusiasm and energy. Low scorers tend not to feel especially cheerful or dynamic, whereas high scorers usually experience a sense of optimism and high spirits.

Low Liveliness

Forgiveness

The Forgiveness scale assesses one's willingness to feel trust and liking toward those who may have caused one harm. Low scorers tend to hold

Very low forgiveness

Gentleness

The Gentleness scale assesses a tendency to be mild and lenient in dealings with other people. Low scorers tend to be critical in their evaluations of others, whereas high scorers are reluctant to judge others harshly.
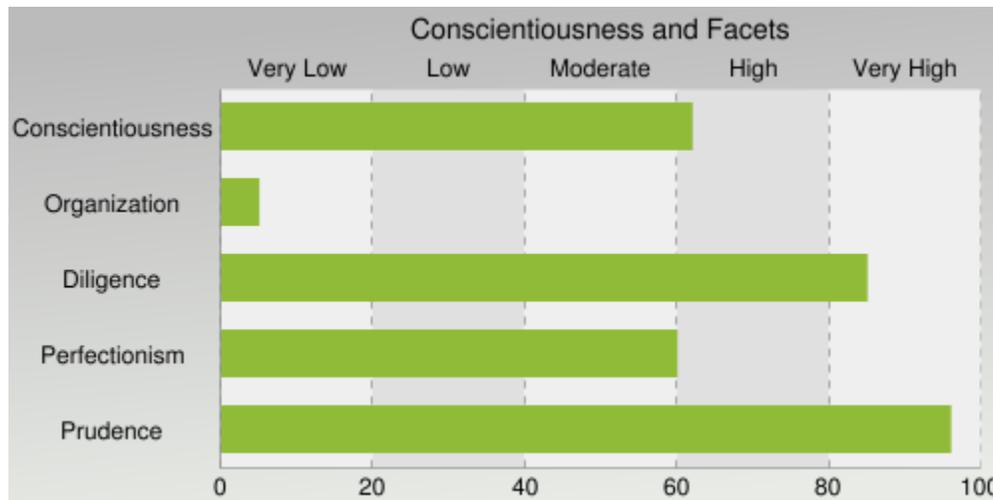
Low Gentleness

Flexibility

The Flexibility scale assesses one's willingness to compromise and cooperate with others. Low scorers are seen as stubborn and are willing to argue, whereas high scorers avoid arguments and accommodate others' suggestions, even when these may be unreasonable.

Moderate flexibility

Patience

The Patience scale assesses a tendency to remain calm rather than to become angry. Low scorers tend to lose their tempers quickly, whereas high scorers have a high threshold for feeling or expressing anger.

Very low Patience

Organization

The Organization scale assesses a tendency to seek order, particularly in one's physical surroundings. Low scorers tend to be sloppy and haphazard, whereas high scorers keep things tidy and prefer a structured approach to tasks.

Very low Organization

Diligence

The Diligence scale assesses a tendency to work hard. Low scorers have little self-discipline and are not strongly motivated to achieve, whereas high scorers have a strong work ethic.
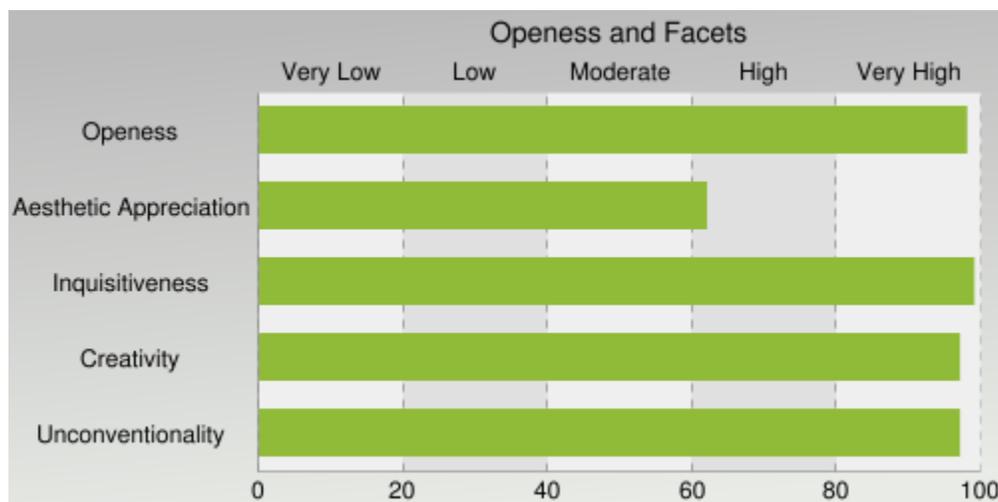
Very high Diligence

Perfectionism

The Perfectionism scale assesses a tendency to be thorough and concerned with details. Low scorers tolerate some errors in their work and tend to neglect details, whereas high scorers check carefully for mistakes and potential improvements.

High Perfectionism

Prudence

The Prudence scale assesses a tendency to deliberate carefully and to inhibit impulses. Low scorers act on impulse and tend not to consider consequences, whereas high scorers consider their options carefully and tend to be cautious and self-controlled.

Very high Prudence

Aesthetic Appreciation

The Aesthetic Appreciation scale assesses one's enjoyment of beauty in art and in nature. Low scorers tend not to become absorbed in works of art or in natural wonders, whereas high scorers have a strong appreciation of various art forms and of natural wonders.

High Aesthetic Appreciation

Inquisitiveness

The Inquisitiveness scale assesses a tendency to seek information about, and experience with, the natural and human world. Low scorers have little curiosity about the natural or social sciences, whereas high scorers read widely and tend to be interested in exploring their environment through travel.

Very high Inquisitiveness

Creativity

The Creativity scale assesses one's preference for innovation and experiment. Low scorers have little inclination for original thought, whereas high scorers actively seek new solutions to problems and express themselves in art.
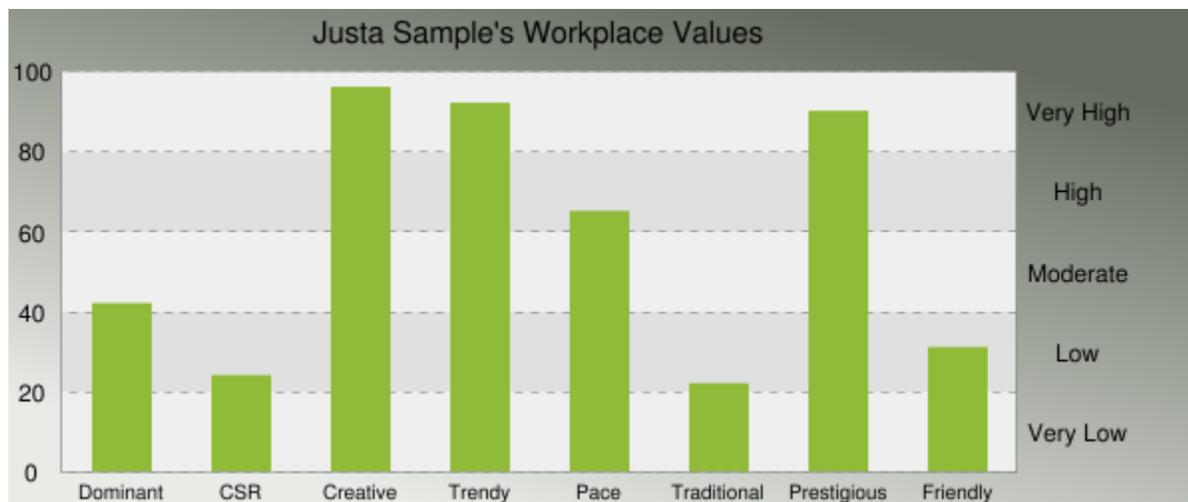
Very high Creativity

Unconventionality

The Unconventionality scale assesses a tendency to accept the unusual. Low scorers avoid eccentric or nonconforming persons, whereas high scorers are receptive to ideas that might seem strange or radical.

Very high Unconventionality

Part 2 Workplace Values Profile

Dominant

Individuals who score highly on Dominant values prefer to work for employers who are very large and well known to friends and family. They prefer to associate themselves with a highly recognizable employer whose products and services are recognized around the world. They may view working in a large organization as providing more opportunities for promotions or travel. Low scorers on Dominant values prefer small, intimate work environments. They do not care if people can recognize the organization they work for. They prefer to serve local customers rather than focusing on national or global operations. They would rather help a small company grow than work with a larger, more established organization.

Moderate

Corporate Social Responsibility

Individuals who score highly on Corporate Social Responsibility prefer to work for employers who demonstrate concern for the welfare of the community, the environment, and their employees. They value fair treatment and prefer to work for employers with a social conscience. Low scorers on CSR are very business minded and believe that their primary job is to generate profit for the organization above all else. They are willing to bend the rules to get ahead and do not see a problem with businesses competing by all means possible to succeed.

Low

Creative

Individuals who score highly on creative values have a strong need to express themselves creatively. They work best in environments where innovation and fresh thinking are recognized and rewarded. They tend to get bored in environments where their role is to maintain the status quo. They are turned off by strict rules and guidelines and prefer to â€˜think outside the boxâ€™. Low scorers on Creative values prefer the predictability and security of working in an environment where change is slow and the emphasis is on following established procedures correctly. They tend to get overwhelmed in environments where they are supposed to continuously contribute new ideas and new approaches to doing their jobs.

Very high

Trendy

Individuals who score highly on Trendy values are highly tuned into the pulse of what is â€˜coolâ€™ and popular in their environment. They want to be associated with employers who are seen to be popular and on the leading edge of fashion. They prefer to be associate themselves with organizations whose products and services are seen as sexy and stylish. Low scorers on Trendy values do not care much about the popularity of the products and services they are selling. They view fashion and trendiness as shallow and unimportant.

Very high

Pace

Individuals scoring highly on Pace Values are energized by a fast moving environment. They enjoy the thrill of working in a frantic workplace where deadlines are seen as challenging. They are quickly bored in slow paced environments and lose motivation when there are no clear goals and deadlines to meet. Low scorers on Pace values prefer to work in environments where they have a lot of autonomy over the pace of their work. They like to take their time and get things done right rather than rushing to meet deadlines. They are more likely to get overwhelmed working in frantic, fast-paced environments and will tend to experience stress and dissatisfaction with their jobs in those environments.

High

Traditional

Individuals scoring highly on Traditional values are attracted to organizations who emphasize stability, security and predictability. Individuals scoring low on Traditional values are comfortable with changes and unpredictability in their work environments.

Low

Prestigious

Individuals scoring highly on Prestigious values prefer to work for high status organizations where they feel respect is given for working for an exclusive employer. They feel good about working for a company that openly displays its wealth and power through luxurious working environments, expensive perks and formal dress. Individuals who score low on Prestigious values prefer to work for a more humble employer who pays less attention to flashy displays of wealth and greater emphasis on products and services.

Very high

Friendly

Individuals scoring highly on Friendly values are those that work best in warm, welcoming environments where a lot of positive social activity is available. They want to work in a â€˜funâ€™ workplace and prefer supervisors who are approachable and lenient. Low scorers on Friendly values are less sensitive to how friendly their co-workers are and are comfortable working alone or in environments where there is a lot of interpersonal conflict. Even low scorers tend to prefer to work in friendly environments, however, they react less negatively to hostile work environments.
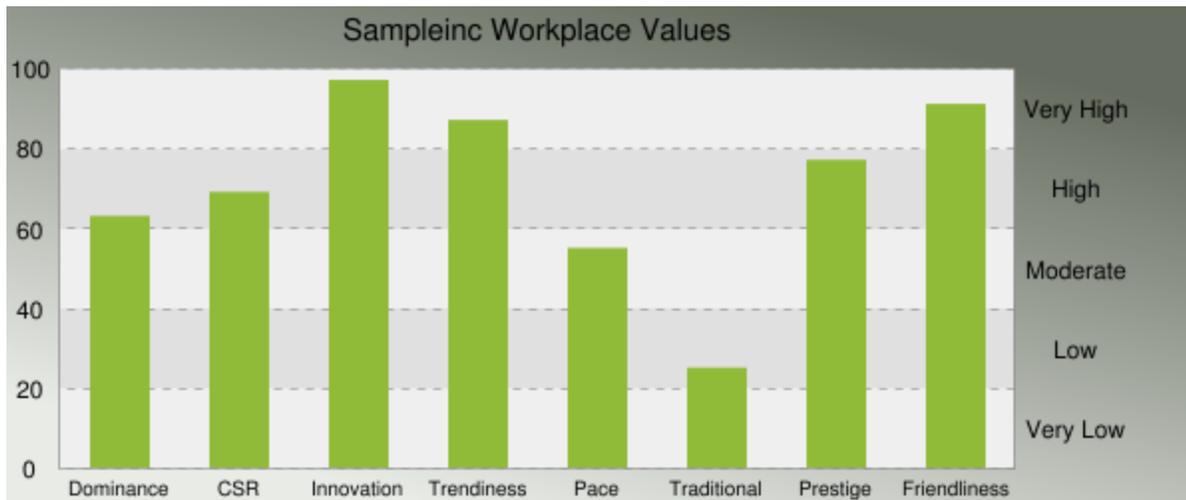
Low

Impression Management

The applicant's response patterns are consistent with someone answering the questions honestly with little or no active impression management.

Sampleinc Workplace Values

Sampleinc Workplace Values

Organizational Dominance

Dominant companies are those that are large in size, global in scope and highly recognizable by most people. Multinational companies that are household names are likely to score highly on Dominance. Small companies with few employees that sell typically a local market are likely to be low in dominance.

This is a large company that is a major player in national and international markets. Many people would be familiar with this organization and the products and services offered by it. Employees are more likely to identify with and associate with employees their departments and locations rather than the organization as a whole. This company would be a significant employer with a large number of employees.

Organizational Social Responsibility

Organizational Social Responsibility refers to the organization's reputation for engaging in practices conducive to being a good corporate citizen. These practices include such activities as treating employees with dignity and respect, adopting environmentally friendly policies, contributing to the local community, and being fair with customers and other stakeholders.

This organization is perceived to be high in Organizational Social Responsibility. Employees are likely to see policies as being predictable and feel that hard work rather than politics is important to get ahead in the organization. The organization is also likely perceived as having fairly well defined environmental practices and generally avoids practices that are harmful to the environment. An emphasis on doing what is right for stakeholders (employees, customers etc.) is usually more important than what is immediately beneficial to the bottom line. OSR is a strong predictor of job satisfaction and turnover for employees. Companies with this profile are likely to experience lower employee turnover than average and tends to attract those with high needs for social justice.

Organizational Innovation

Innovative companies are those that thrive on taking risks and pushing boundaries to succeed in the marketplace. They succeed by and discovering new products and services before their competitors. Employees who fit well with innovative companies tend to value creativity and see change as positive and

challenging.

This company is constantly changing and evolving. Products and services are introduced at a very fast pace and the company emphasizes innovation at all costs. The pace of change is very high relative to other companies. New ideas are expected from employees and those not contributing to innovation are likely to feel uncomfortable and will not succeed in the company. Employees who love change and have a strong need to contribute to the creative process will be attracted to this environment. Employees who like predictability and stability in their workplace will almost certainly feel overwhelmed by the pace of change and feel like they are always trying to catch up to new ways of doing things.

Organizational Trendiness

Organizations vary considerably on how trendy they are perceived to be by employees and potential applicants. Trendiness refers to the extent to which organizations are seen to be popular and fashionable. Organizations scoring high on the Trendy scale are described as 'hip' or 'cool' places to work. Products and services in trendy organizations are fashionable and highly popular. Employees attracted to trendy companies tend to be highly conscious of what is fashionable in their environment and may care more about style and perception than substance.

This organization is rated Very High on Trendiness relative to other organizations in our database. Products and services supplied by this organization might be viewed as very cool or very interesting by customers and employees. Employees in this organization are very likely to feel that they identify themselves closely with the products and services they provide. Style is not only important in this organization, it is more important than substance. Employees who are highly concerned about being fashionable or 'hip' are likely to be very satisfied in this organization.

Organizational Pace

Pace refers to the extent to which the work environment is driven by time demands on employees. Some organizations are fast-paced and driven by short term deadlines and goals. Other organizations are slow-paced and have few firm deadlines and often very long range goals.

The workplace can be described as moderate-paced with some work performed to deadlines and employees sometimes being time-constrained to accomplish tasks. Employees have some autonomy over the pace of work but there are some external time pressures on getting work accomplished. In some cases, moderately paced organizations have an uneven pace of work where some employees are very time constrained and others are very autonomous. Employees who prefer a balance between working to structured deadlines and having some autonomy over their work pace will be more satisfied in this environment.

Traditional Organizational Culture

Traditional organizational culture refers to the extent to which the company has a strong corporate approach to doing business versus a more dynamic or informal one. Highly traditional organizational cultures emphasize stability and the status quo. They emphasize predictability over change. This also refers to the

extent to which organizations place an emphasis on their history.

This organization is low in traditional culture. It is likely to take significant risks in its business dealings and be perceived as somewhat unstable. This is likely a somewhat informal workplace where there are fewer rules or guidelines established for most processes in the organization. It is common to have fewer layers of management in these companies (i.e., a somewhat flat organization). Many companies with this profile tend to be newer and looking forward to the future to a greater extent than focusing on the past. Employees seeking a leadership role may be less attracted to this type of organization as it offers fewer opportunities for promotion to mid level supervisory positions.

Organizational Prestige

Prestigious companies are those that focus on being perceived to be of high-status by others. Prestigious companies may openly display wealth and hold attitudes such as 'spare no expense' in order to communicate its prominence. Companies scoring low on prestige are considered to be frugal and humble and understated. Employees who want to be perceived to be high-status are attracted to this attribute of the organization.

This company scored High on Prestige compared to other companies in our database. Employees and people outside of the organization are likely to see the company as being somewhat brazen and sure of itself. This is a high status organization and may be seen as being bold or forward in dealing with other companies. People with a high need to work in esteemed environments are likely to be satisfied working in this organization. Employees who value humility are likely to find this environment to be somewhat too showy for their taste and may be dissatisfied.

Organizational Friendliness

Organizations vary considerably on their level of friendliness. Organizations rated high in friendliness can be described as being warm and welcoming workplaces. Employees tend to enjoy socializing at work with their co-workers. Employees also tend to find supervisors to be both approachable and lenient in their dealings with their subordinates. Our research shows that most employees are attracted to friendly workplaces and feel like they fit in better in that environment compared to unfriendly cultures. Turnover is likely to be higher in organizations that are perceived to be unfriendly.

This organization is rated Very High on friendliness relative to other organizations in our database. Employees feel that the workplace is very welcoming and co-workers are considered to be very friendly. Employees enjoy substantial social interaction at work and most would describe the workplace as being 'fun'. Supervisors in this organization would be perceived as being very approachable and normally lenient in dealing with their subordinates. We have found that organizations scoring very high on friendliness have substantially below average turnover for their industry. Finding employees to fit this type of culture is less difficult than average. In fact, employees who don't fit on other dimensions may sometimes be compensated by very high scores on this particular culture facet which is highly influential for fit perceptions.