



# ADW | Profile

## Job Fit Report

This Report Prepared for

**Ted Lasso | Program Manager**

**Extra Loving Care (ID) 95771844**

**2019-01-07**

**Leader: Kimberly Davis Program Director | (ID) 81573895**

### Interpretation Requirements

General Member Training

1-Day Intensive Certificate Available



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# Using The ADW | Profile Job Fit Report



The ADW | Profile Job Fit Report is validated for use in Selection or Promotion decisions for all jobs listed in the United States Department of Labor Dictionary of Occupational Titles. It is also validated for job coaching, talent forecasting, or competency building. It is important to remember that personality traits always combine with cognitive capacity, past experience, technical skill, and job-specific knowledge to determine a candidate's likelihood for success in a given role. The ADW | Profile should always be integrated with additional information when making employment decisions. This Job Fit Report provides you with the following personality-related information:

## Profile Validity

Profile Validity measures a candidate's overall pattern of responding to the ADW | Profile Inventory. Over-Representation suggests the candidate endorsed having highly unlikely virtues and did not admit to behavioral shortcomings. Under-representation suggests the candidate was overly admitting to behavioral shortcomings. A Realistic Representation suggests the candidate was presenting a realistic image of their personality tendencies. Random Responding occurs when a candidate is habitually inconsistent on 15 or more similar item pairs. Consistent Responding occurs when the candidate's item responses fall within the normal range of personality tendencies.

## Personality Fit Index

Personality Fit Index is determined by matching the candidate's personality against the job-relevant traits of the position. The ADW | Profile Personality Fit with Position is calculated by determining fit among Critical, Important, and (if applicable) Supplemental traits. This score is an approximation of a candidate's potential for success in the role. Validation research suggests Index Scores between 500-999 are within normal range. Individuals who score below 500 may require more coaching, self-insight, and behavior change in order to perform effectively on job. Follow the Interview Guide and Selection Checklist for scores below 500.

## Onboarding Success Index

The ADW | Profile Onboarding Success Index provides insight into what areas of the job transition the new employee may need additional support. The Onboarding Success Index is a measure of an employee's need for management, coaching, or support on four dimensions: Building New Relationships, Learning Job Requirements, Receptivity to Feedback, and Adapting to Change. Validation research suggests Index Scores between 350-999 are within normal range. Individuals who score below 500 may require more overall coaching, self-insight, or support throughout the entire job transition experience in order to perform up to their capabilities. Follow the Interview Guide and Selection Checklist for scores below 500.

## Leader Alignment Index

The ADW | Profile Leader Alignment Index provides information about how effective the Employee-Leader relationship is likely to be. It helps pin-point areas of the relationship that may need additional support. The Leader Alignment Index is a measure of Employee-Leader Alignment across four dimensions: Personality Match, Information Exchange, Task Completion, and Working Alliance. Validation research suggests Index Scores between 500-999 are within normal range. Follow the Interview Guide and Selection Checklist for scores below 500.

## Stress Impact Index

The ADW | Profile Stress Impact Index provides insight into the overall impact of stress on Ted's behavior as well as information on how much job-specific personality traits may change under stress. The Stress Impact Index is an aggregate of Global Stress Impact, Critical Trait Changes, and Important Trait Changes. Validation research suggests Index Scores between 500-999 are within normal range and stress will not have a disproportional effect on work performance.

CareProfiler's ADW | Profile Personality Inventory is a scientific instrument developed by Organizational Psychologists. All scores are presented as Percentile Standing compared to a norm group of over 55,000 individuals with a similar demographic profile to the general North American population, job family, and test-taking purpose.

This ADW | Profile Job Fit Report requires administration oversight/interpretation from a psychologist, ADW | Profile Certified Facilitator, or a CareProfiler General Member who has completed training on this report. To learn about becoming a ADW | Profile Certified Facilitator please visit us at [www.careprofiler.com](http://www.careprofiler.com)



# Key Success Indicators



Key Success Indicators provide you with an at-a-glance view of Ted Lasso's likelihood for success, based on their personality traits. This likelihood for success can change considerably when additional information, such as cognitive capacity, technical skills and knowledge, and past experience as factored in.



0-199 Warning



200-349 Caution



350-499 Seek More



500-999 On-Target

## Profile Validity

**Accurate Profile**

Self-Presentation | **Realistic**

Response Consistency | **Consistent**

Ted responded to items in a straight-forward manner. Scale scores likely represent Ted's actual personality. Ted responded to similar item pairs in a consistent manner.

## Personality Fit Index

**459**



**4** Critical or Important Trait(s) are outside of the Target Range for position. Reference the Personality Fit section to identify these traits and then use the Interview Guide to follow-up.

## Onboarding Index

**425**



**3** Onboarding Dimension(s) are below ideal level for position. Reference the Onboarding Needs section to identify these dimensions and then use the Interview Guide to follow-up.

## Manager Alignment Index

**432**



**3** Dimension(s) of Employee-Manager Alignment are below ideal level. Reference the Employee-Manager Alignment section to identify these dimensions and then use the Interview Guide to follow-up.

## Stress Impact Index

**545**



**4** Job Related Trait(s) Change Under Stress. Reference the Stress Impact section to identify the specific trait(s) as well as the overall impact of stress on Ted's behavior.



# Personality Fit Index: Program Manager



The Personality Fit with Position Index compares Ted's personality traits with ideal target ranges based upon the O\*NET Library of Job-Relevant Traits for the given position. Job-Relevant Traits are ranked and weighted. The top 5 Critical Traits are weighted most heavily followed by the next 5 Important Traits. Some profiles may also include Supplemental Traits, which are weighted least. The Fit Index also awards partial points for traits within proximity to the target range. Traits are presented in descending order of importance to the position of Program Manager.

## Overall Personality Fit Index

459



## Critical Traits Sub-Index

467



	1st %ile	50th %ile	
Comfort with Authority		70	
Dutifulness		54	
Values Ambition			94
Apprehension			84
Impulsivity	5		

### Critical Traits Analysis

Some Critical Traits are outside of the target range for this role. Critical traits have a greater impact on performance than Important or Supplemental traits, therefore, drill-down will be critically necessary to understand Ted's true potential.

## Important Traits Sub-Index

800



	1st %ile	50th %ile	
Attention to Detail		67	
Achievement Drive			87
Diplomacy		69	
Seeks Change		51	
Concern for Others	18		

### Important Traits Analysis

There is one Important Trait that is outside of the target range. While less impactful than the Critical Traits, this Important Trait may still impact performance. A drill-down question is provided for this Important Trait that is outside of the range.



# Personality Traits Descriptions

**Comfort with Authority** 70 | may be somewhat comfortable being in charge, may prefer roles where they are responsible for others, likely believes they make good decisions, but may, at times, rely on their own opinion over others

**Dutifulness** 54 | may be accepting of assignments, mostly aware of social norms and likely follow rules, could be seen as someone who generally works to complete tasks that are expected of them

**Values Ambition** 94 | has a high need for a sense of accomplishment in order to feel fulfilled, success plays a large part in their identity and sense of self, may experience distress around not yet accomplishing enough, regardless of what they have accomplished

**Apprehension** 84 | will regularly anticipate issues or problems, is seen by others as a worrier, is skittish in unfamiliar or new situations, and exhibits anxious-like behaviors

**Impulsivity** 5 | moderates behaviors and is rarely seen as emotional, not one to act on impulses or urges, works to make deliberate and controlled decisions, not forthcoming about own emotions

**Attention to Detail** 67 | may work to avoid making mistakes and may be somewhat aware of own mistakes, at times is careful about own actions, could be seen as someone who is cautious and planful from time-to-time, and may focus on minutia

**Achievement Drive** 87 | will expend great energy to achieve personal goals, is driven to overcome challenges, diligent and purposeful and will sacrifice in order to achieve

**Diplomacy** 69 | is generally aware of group conflict, may sacrifice own needs to keep group at ease, tends to forgive and forget, may be seen by others as deferential to others to maintain cohesion

**Seeks Change** 51 | may be likely to prefer variety and change, may like new experiences, and may struggle to stay on one task for long

**Concern for Others** 18 | is aware of own needs and interests, does not spend much time anticipating the needs of others, is comfortable saying no to others, and avoids involvement in others' issues or problems



# Onboarding Index



The Onboarding Success Index displays the likelihood of onboarding success. Lower scores suggest that additional management effort will be needed during the onboarding and acclimation phase of Ted's employment. The Onboarding Success Index is comprised of 4 dimensions: Building New Relationships, Learning Job Requirements, Receptivity to Feedback, and Adapting to Change.

## Overall Onboarding Index

425



### Building New Relationships

234



#### Building New Relationships

Ted may have some personality traits that help with building new relationships with co-workers; however, they may experience more distress or discomfort than most people when asked to form relationships.

### Learning Job Requirements

664



#### Learning Job Requirements

Ted will engage in learning the new duties and responsibilities of the job. They will be motivated to learn, initiative their own learning, and respond well to positive reinforcement and additional teaching from their manager.

### Receptivity to Feedback

486



#### Receptivity to Feedback | Refer to Interview Guide

Ted may be open to some feedback on their behavior. When feeling secure, they will be open to exploring their impact on others, but will need reassurance and validation from their manager. When feedback is overly direct, they may feel criticized or unable to reflect on behavior changes.

### Adapting to Change

314



#### Adapting to Change | Refer to Interview Guide

Ted will not be overly adaptable; they will require support, clarity, and reassurance when asked to make changes to their work routines. They may accept that not everything can be certain, but may struggle to maintain peak effectiveness amidst ambiguity. They may tend to be worried about the future.



# Leader Alignment Index



The Leader Alignment Index displays the degree to which Ted Lasso (Employee) and Kimberly Davis (Leader) will align across 4 dimensions of the Employee-Leader Relationship: Personality Similarity, Information Exchange, Task Completion, and Working Alliance. Dimension Scores are the aggregate score of the personality traits of both the employee and the Leader that are related to each dimension. Generally, the higher the Dimension Score, the more likely the employee and Leader will work effectively together in that way.

## Overall Alignment Index

432



### Personality Similarity

349



#### Personality Similarity | Refer to Interview Guide

Ted and Kimberly share only a few personality characteristics. They are likely to think and communicate in different ways. It will be very important for Kimberly to learn about Ted's styles and patterns.

### Information Exchange

315



#### Information Exchange | Refer to Interview Guide

As a pair, Ted and Kimberly will need help to effectively communicate with one another, even under optimal circumstances. When faced with challenges or conflict their communication may break down. Kimberly should be intentional about keeping communication open.

### Task Completion

599



#### Task Completion

As a pair, Ted and Kimberly will likely accomplish tasks well together, especially when the assignments are clear. They will be as diligent as most employees, but may have some tendency to question plans or shift their focus. Kimberly should be intentional about prioritizing work projects and check-in on deadlines.

### Working Alliance

463



#### Working Alliance | Refer to Interview Guide

With outside support, Ted and Kimberly can effectively build professional relationships. At times, they miss communicate, grow skeptical, or fail to connect. With support, they can create positive outcomes. However, intense differences may be challenging to overcome.





# Stress Impact Index



The Stress Impact Index compares Ted's reported personality traits on Good Days, Most Days, and Stressful Days. The greater the difference between Good Days and Stressful Days, the more likely Ted will show varying behavioral tendencies as a result of feeling stress or pressure. The Sub-Indicies show the overall impact of stress as well as changes on job-specific traits.

## Overall Stress Impact Index

545



## Global Stress Impact

625



### Global Traits Stress Impact Description

The impact of stress on Ted's overall personality patterns is minor. Ted will typically demonstrate similar behavior patterns while under stress or not. In general, stress will likely have a small impact on Ted's behaviors. Others may not be likely to notice a change due to stress.

## Critical Traits Stress Impact

507



### Critical Traits Stress Impact Description

Ted's job-critical behavior patterns and expressed personality will be impacted by stress as much as the typical person. At times, stress may not effect Ted's behaviors, while, at other times, stress may have a stronger impact on Ted's job-critical behaviors. Others may notice a change in job-critical behaviors when Ted is under considerable or prolonged stress. Stress impact is only measuring behavior change under stress; it is not a measure of behavioral effectiveness. Please see other Key Success Indicators for a thorough understanding of Ted's potential.

## Important Traits Stress Impact

503



### Important Traits Stress Impact Description

Ted's job-relevant behavior patterns and expressed personality will be impacted by stress as much as the typical person. At times, stress may not effect Ted's job-relevant behaviors, while, at other times, stress may have a stronger impact on these behaviors. Others may notice a change in job-relevant behaviors when Ted is under considerable or prolonged stress. Stress impact is only measuring behavior change under stress; it is not a measure of behavioral effectiveness. Please see other Key Success Indicators for a thorough understanding of Ted's potential.

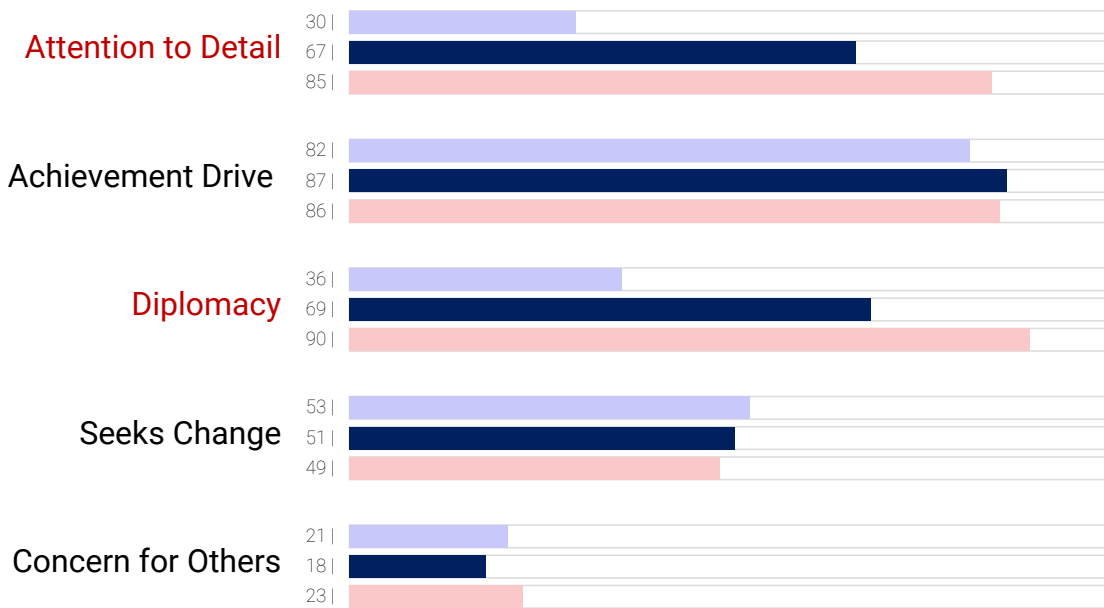
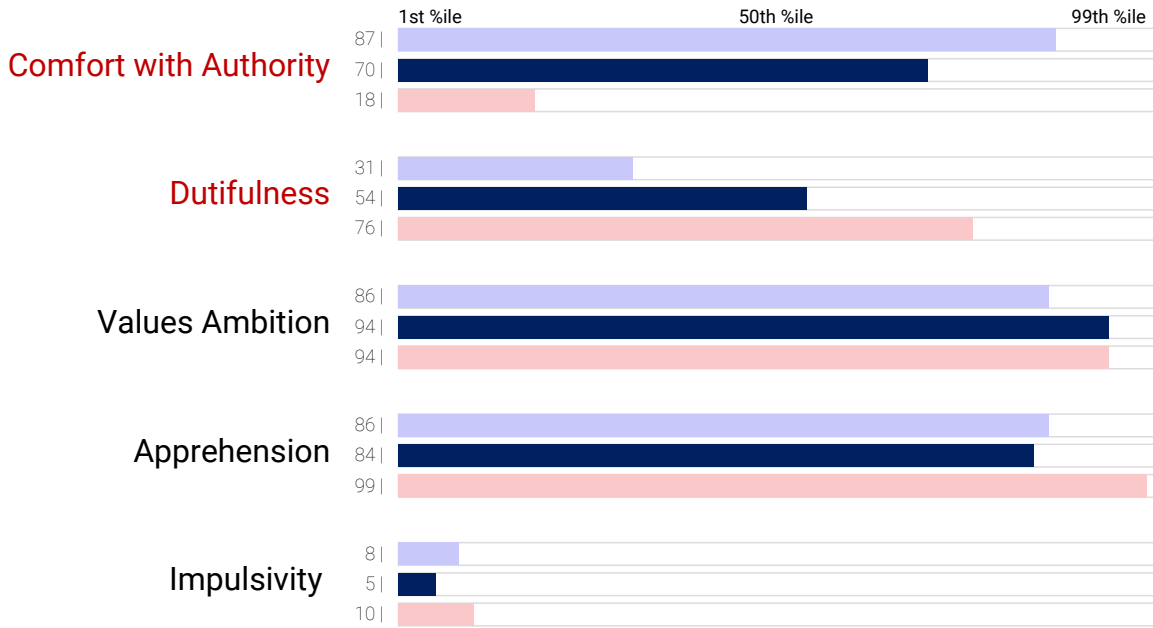


# Stress Impact & Job Related Traits



Below are the Job Related Traits and Ted's self-reported scores on Good Days, Most Days, and Stressful Days. The greater the difference between Good Days and Stressful Days, the more likely Ted will show varying behavioral tendencies as a result of feeling stress or pressure.

Good Days Most Days Stressful Days





# Interview Guide



The Interview Guide provides you with specific drill-down interview questions and considerations based upon Ted Lasso's WSQ-Discovery results. The interview guide is EEOC-compliant and legally-defensible when used as a supplemental or follow-up to the initial structured interview.

## Values Ambition 94 %ile | Score Above Target Range

How do the mission and vision of this organization connect to your personal goals and ambitions? What does success look like to you?

Awareness  Behavior

## Apprehension 84 %ile | Score Above Target Range

Describe a situation in which spending too much energy and time anticipating problems created a problem at work. What happened? What did you learn?

Awareness  Behavior

## Impulsivity 5 %ile | Score Below Target Range

Tell me about a time when you needed to remain calm to reassure others during a challenging situation. What was it like for you?

Awareness  Behavior

## Concern for Others 18 %ile | Score Below Target Range

Tell me about a time when you missed an opportunity to be helpful. How did you end up missing the opportunity? What did you learn?

Awareness  Behavior

## Building Relationships Index 234 | Score In Low Range

Tell me about how you build relationships in a new environment, particularly at work. What's it like for you? What do you find most challenging?

Awareness  Behavior

### Awareness

Check the Awareness box when the candidate has given indication they are aware of that particular aspect of their personality.

### Behavior

Check the Behavior box when the candidate shared examples of changing their behavior when necessary.



# Interview Guide Ctd...



The Interview Guide provides you with specific drill-down interview questions and considerations based upon Ted Lasso's WSQ-Discovery results. The interview guide is EEOC-compliant and legally-defensible when used as a supplemental or follow-up to the initial structured interview.

## Receptivity to Feedback Index 486 | Score In Low Range

What do you see as the value of receiving feedback? What's it like for you to receive constructive feedback? What makes it more likely for you to hear it?

Awareness  Behavior

## Adapting to Change Index 314 | Score In Low Range

What gets in your way of adapting to change? Give me an example of a time when you needed to be highly flexible and adjust to change.

Awareness  Behavior

## Personality Match Index 349 | Score In Low Range

Tell me about working with someone who is very different from you, in style. What was that like for you? What adjustments were you able to make?

Awareness  Behavior

## Information Exchange Index 315 | Score In Low Range

Tell me about how you tend to communicate information to others, including your supervisor. How do you know how much and what information to share?

Awareness  Behavior

## Relationship Building Index 463 | Score In Low Range

Tell me about a time you had a conflict with a supervisor. What did you do about it? How was it resolved? What did you learn?

Awareness  Behavior



# Selection Checklist



The Selection Checklist provides you with an at-a-glance view of follow up recommendations based upon Ted Lasso's ADW | Profile results. Check the box if, after your follow-up, all concerns are satisfied.

**4** **Critical or Important Personality Trait(s) are outside of the Target Range.**  
Were Ted's responses to follow-up questions regarding awareness and behavior change sufficient to satisfy all concerns with these out-of-range personality traits?  No  Yes

**3** **Onboarding Dimensions (s) are in the low range.**  
Were Ted's responses to follow-up questions regarding onboarding and getting to know the job sufficient to satisfy all concerns related to first 90 days on the job?  No  Yes

**3** **Dimension(s) of Employee-Manager Alignment are below ideal level.**  
Did Ted's responses to follow-up questions regarding the Employee-Manager relationship satisfy all concerns of Ted working with Kimberly?  No  Yes

**4** **Critical or Important Personality Trait(s) are impacted by Stress.**  
While Ted will not likely change too much under stress, every person experiences stress differently. Have you collected sufficient evidence outside of the ADW | Profile to understand how Ted experiences stress?  No  Yes

**Have you assessed for cognitive capabilities?**  
Because Ted is generally curious and open to new experiences, cognitive capabilities will play a normal role in determining Ted's job success. Have you collected sufficient evidence outside of the ADW | Profile to assess cognitive capabilities?  No  Yes

**Have you determined past success, technical skill, and job-knowledge?**  
Because Ted is generally conscientious and responsible, past experience, skill, and knowledge will play a normal role in determining Ted's job success. Have you collected sufficient evidence outside of the ADW | Profile to determine past experience, skill and knowledge?  No  Yes

**Assessing Work Values will be critical.**  
Because Ted is highly emotionally expressive, it will be critical that Ted's Work Values are consistent with the organization's values and purpose in order for Ted's emotions to have a positive impact. Have you collected sufficient evidence outside of the ADW | Profile to Ted's Work Values?  No  Yes

