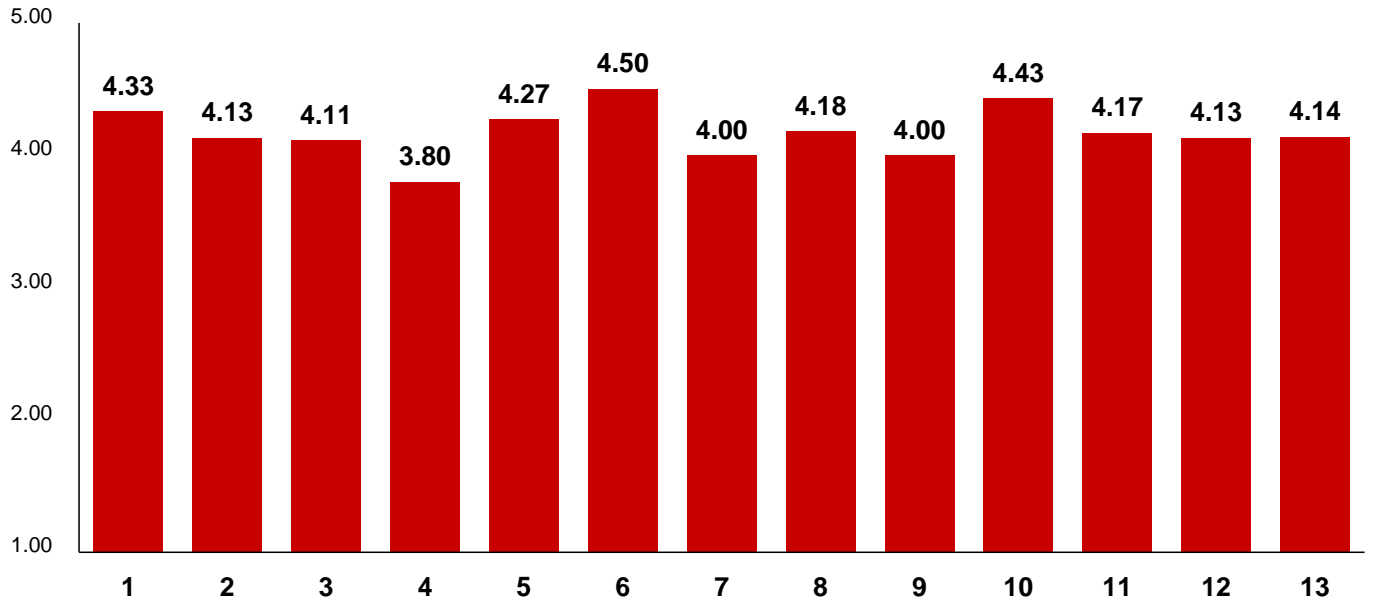


Success Factors Scale® – Corporate Edition

Scores for Lauren Jones

High Range: 3.50 – 5.00



1 — Assertiveness 2 — Cohesiveness 3 — Communication Skills 4 — Coping with Pressure 5 — Integrity
6 — Leadership 7 — Maturity 8 — Mental Toughness 9 — Motivation 10 — Passion 11 — Receptiveness to
New Things 12 — Recovery from Illness/Injury 13 — Self-Confidence

Category Descriptions

Assertiveness

Your Score: 4.33 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you consider yourself a highly assertive person, as do others. When dealing with a certain individual or a specific situation, it seems you may extend your assertiveness to a degree of intimidation. But it seems that would constitute a rare occurrence for you. You seem to be a strong believer that assertive behavior does not have to be obnoxious in nature. You seem comfortable speaking your mind, not afraid to tell someone that his/her behavior is unacceptable. It seems that your supervisor considers you an assertive person, and may rely on your assertiveness within your work group to push through new ideas. You seem to believe that assertiveness is an essential part of a person's self-respect, and that you can get what you want in life by being more assertive. To you, it seems that assertiveness means having the courage to stand up for your beliefs in socially acceptable ways. It seems more likely that you may be one of the more assertive individuals within your department.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score seems to indicate that you are not as assertive as you may want to be. You seem to have little trouble telling a friend or family member that his/her behavior is unacceptable. However, it seems that you would not consider telling a stranger the same thing. You seem to believe your self-respect is lowered somewhat when you do not act assertively when you think you should. You seem to clearly understand that being more assertive under certain conditions can help you get more out of life, but you feel a little intimidated by the thought to actually do it. You may need to practice being more assertive to improve your quality of life.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that you are not an assertive person by nature, and may be susceptible to intimidating behavior from others. You seem to never consider speaking your mind to anyone exhibiting unacceptable behavior toward you or your friends, even though mentally you may be seething inside from the indignation. It seems that your supervisor does not consider you an assertive person, which may hinder your chances of advancing in your job. It seems that your self-respect takes a beating because of your lack of assertiveness. It seems that you are a strong candidate to attend assertiveness training classes if you want to improve your opportunities in life. It seems that without training or a change in attitude, you may leave yourself susceptible to many stress-related illnesses.

Cohesiveness

Your Score: 4.13 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you are the consummate team player, putting the highest priority on being a part of a successful work team. You seem to truly enjoy working side-by-side with co-workers, some of whom you consider to be your best friends. It seems you do your best to keep your team focused and united in reaching department goals. You seem to feel comfortable exhibiting selfless behavior, believing it is very important to assist a co-worker when he/she asks for help. You seem to truly enjoy participating in the social activities at work, and seem to like to spend time with your co-workers after work hours if time permits. You seem to believe strongly that team success is just as important as individual success in the workplace. It seems more likely that you may be the kind of person co-workers like to be around.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you definitely feel you are a person who seems to get along with co-workers almost all of the time. However, there may be a certain individual or supervisor that seems to rub you the wrong way, and you seem to like to avoid that person. You seem to like working with certain people more than others, but it seems you consider yourself a team player in every sense of the word. You seem to feel it is your responsibility to be united with your co-workers in meeting department objectives. You seem to indicate that you will help a co-worker if they ask, but seem to feel resentful if you think that individual should be able to handle the problem by him/herself. You seem to enjoy attending most of the company social functions, and on occasion, it seems you may even socialize with co-workers after work hours. You seem to believe that your individual success will make the work team successful.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that your concept of being cohesive within a work environment is more self-centered. You seem to enjoy working alone on projects, teaming with co-workers only when necessary. You seem to strongly believe that individual success within a department is the only vehicle to meet department goals. You may feel you are friendly to co-workers, but it seems others may characterize your behavior as aloof. You seem more likely to receive extra supervisory attention because of your nonconformist approach. You seem comfortable avoiding company social functions and activities. It would seem that you fit the profile of the person very few would want to be paired with for a project.

Communication Skills

Your Score: 4.11 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you consider your verbal communication skills to be a major strength, as do others. You seem to feel you are able to explain your ideas clearly with people of all ages and diverse backgrounds. You seem to consider yourself an excellent listener. When trying to explain a complex idea, you often will ask your listeners if they are following your line of thought. You seem to find it easy to express your feelings on any topic of conversation. It seems important to you to make eye contact during conversation with others. If you don't understand a question, you seem to feel comfortable asking for additional explanation. You seem to feel that others do not have difficulty understanding what you are saying to them because you use easily understood words in your conversation. You seem more likely to have supervisors ask you for assistance in clarifying department objectives and assignments with co-workers.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you seem to feel very competent in your communication skills; but on occasion, others may find it difficult following your train of thought regarding a complex issue. You seem to feel being a good listener is a big part of communicating effectively. You seem to feel comfortable expressing your thoughts to others, although there may be a certain person or situation that makes you feel uneasy discussing your ideas. Most times, it seems you will ask for additional information if you don't understand what is being discussed. Making eye contact and keeping your vocabulary easily understood during conversation seems important to you.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that verbal communication skills do not rank high on your list of necessary business skills. Making eye contact with others seems awkward for you. You seem to believe listening is important, but others may consider your body language as a sign of disinterest. You seem to feel uncomfortable in conversation because you sense others do not understand what you are telling them. You seem to avoid others as others seem to avoid you. It seems you may be correct when you believe that your lack of communication skills might be holding you back from advancing in your job. You should consider enrolling in a Dale Carnegie public speaking course to improve your overall ability to communicate with others, and to improve your quality of life.

Coping with Pressure

Your Score: 3.80 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you cope well under pressure conditions. In fact, it seems you enjoy being put into a pressure situation. You seem to feel that you handle all pressure situations in a very effective way. You do not seem to experience unusual difficulties when put into a pressure situation. You do not seem to lose self-confidence when exposed to pressure. In fact, you seem to thrive on the condition. You seem to feel a sense of calmness during pressure situations. Your co-workers also seem aware of your relaxed demeanor during pressure situations. You would seem a likely candidate to have co-workers respond to your directives when pressure conditions arise in the department.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you seem to feel you can handle most pressure situations that confront you at work. However, there seem to be specific instances with specific authority figures that may unnerve you. You seem to try your best to stay calm when disaster strikes in the department. But you are susceptible to the influences of group panic, momentarily losing some self-confidence when confronted with disaster. You certainly don't seem to seek out pressure situations at work, but it seems that you will address the challenge when confronted.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that you do not cope well with pressure. You seem to avoid any pressure situations you perceive around you. It seems you may experience physical stress symptoms when confronted with a pressure situation. Even though you may consider yourself a competent worker, it seems exposure to pressure situations may cause you to lose confidence in your abilities. You seem hostile toward deadlines. Multiple tasks seem to frustrate you. You seem to believe that avoiding all challenges in your life should keep you away from pressure.

Integrity

Your Score: 4.27 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you consider integrity to be a very important success trait. You consider your word to be your bond. You seem to believe that honesty is the best policy when dealing with others, and you seem to highly value trustworthiness. You seem to believe it is important that others consider you an honest person, and you seem to consider honesty as being an important characteristic when choosing friends. You seem to believe that if you tell someone you will do something for them, they can count on you to do it. It seems that you are very proud of a reputation to be known as a person of high integrity.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that integrity is somewhat important to you. It would seem that you want others to consider you an honest individual, but there may be certain situations in which you act less honorably. It seems you may say that your word is your bond, but there may be occasions when you do not do what you promise to others. It seems that situations regarding the safeguarding of money may tempt you to keep forgotten or misplaced funds. It would seem that being totally honest with people in all situations may be a goal worth achieving.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that integrity is not a big issue with you. Giving your word seems not to mean a great deal to you. The idea of being honest and trustworthy seems to be more of a façade than a foundation. You don't seem to seek either trait in your friends. Lying, cheating, stealing, and being a company misfit seem to be possible scenarios in your life. A low score in this trait seems to indicate either a lackadaisical cry for attention, or a not-too-subtle notification to employers that hiring you could involve a high level of risk.

Leadership

Your Score: 4.50 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you possess strong leadership skills. You consider yourself a leader by example, and you seem to believe that your co-workers respect you. You take an active part in setting work team goals, and you seem to believe that you and co-workers communicate well in your work environment. You seem to often applaud and recognize the contributions and efforts of your co-workers. You seem to feel comfortable paying compliments to co-workers, and you seem to believe that co-workers accomplish more tasks when you offer them encouragement. You seem to feel it is important to stand for what is right rather than what may be a popular decision. You seem willing to take a risk in order to be successful, and you seem to believe that you learn something new every day on and off the job. You seem more likely to address leadership opportunities within your company.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you possess some leadership characteristics, but being a leader among your peers is not a high priority for you. You seem to feel it is important to communicate well with co-workers, and that mutual respect among co-workers is vital for success of the department. You seem to enjoy actively participating in setting team goals, and you feel comfortable paying compliments to co-workers. You don't seem to feel comfortable taking unnecessary risks, and you seem to believe that popular decisions have merit to them. You seem more likely to assume a small leadership role within your work group if it does not entail overtime hours or attaining special skills.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that you possess few, if any, leadership skills, and that you have no intention of developing them in the near future. You seem to enjoy communicating with certain co-workers, but seem to believe that writing work goals is a waste of energy. You don't seem to feel you learn anything new each day, and you infrequently, if ever, pay compliments to your co-workers. You seem to believe risk-taking is unnecessary. As a rule, you seem to believe that having the respect of co-workers is not a big deal. Your attitude would seem to strongly suggest you prefer to stay in the background and not cause problems to anyone.

Maturity

Your Score: 4.00 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you possess the characteristics of a highly mature individual. You seem to strongly believe that maturity involves accepting responsibility for your actions. You seem to indicate that you know right from wrong, and that you seem to consider all factors thoughtfully before making an important decision. You seem to indicate that peer pressure does not affect you when issues of right and wrong are being discussed. You seem to believe you work comfortably with authority figures, and you seem to indicate that you consider others' opinions in the decision-making process. You seem more likely to receive important departmental projects because of your mature outlook.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that while you consider yourself a mature person, there may be some deficiencies that cloud that perception. You seem to know right from wrong. However, you seem susceptible to pressure from peers when it comes from specific individuals. At times, you seem to have trouble dealing with authority figures, and may resent actions taken by supervisors that could impact your work. You seem to only consider certain people's opinions, and seem to feel you don't have to accept responsibility for your actions under certain conditions. It seems like you may react presumptuously when making an important decision because you didn't thoughtfully examine all issues before acting.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that acting in a mature fashion is difficult for you. You don't seem to consider all factors thoughtfully before making an important decision. You seem to know right from wrong, but will act depending upon your emotions at the time. It seems peer pressure can have a big impact on you. You seem to have a negative opinion of authority figures, possibly including parent(s), mentor(s), and supervisor(s). It seems that you often do not take responsibility for your actions, seeming instead to blame others and working conditions. It seems more likely that your level of maturity may be a source of discomfort with supervisors or co-workers.

Mental Toughness

Your Score: 4.18 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you possess the characteristics of a mentally tough individual. You seem to believe that you are able to remain calm and under control during hectic work conditions. You seem to believe you are able to effectively control your breathing during excitable situations. You seem to indicate that you accept all responsibility for your actions, and that your inner thoughts remain positive during pressure situations. You seem to enjoy practicing visualization techniques to prepare for pressure conditions, and you seem to believe that you work your best when a work situation seems hopeless. You seem to indicate that you do not blame others or occurrences for your lack of performance or success. You seem to take pride in working through disappointing events at work, and you seem to believe that you have a calming influence on your co-workers during turmoil on the job. You seem more likely to enhance job promotion opportunities because of your apparent strengths in this area.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you possess some mental toughness qualities, but in others you may need improvement. You seem to indicate you accept responsibility for your actions, and that your inner thoughts remain basically positive under pressure conditions at work. You seem to indicate that you seldom blame others or occurrences for your lack of performance or success. However, you seem to indicate that some mental toughness techniques, such as controlled breathing and practicing visualization, are not important to you. Disappointing events at work seem to affect your performance output at times, and you seem to believe that you do not work your best when a work situation seems challenging. It seems at times that your actions during turmoil at work do not carry a calming influence on co-workers.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that you possess few, if any, mental toughness characteristics. It would seem that controlling your breathing during excitable situations is difficult for you. It seems you do not practice visualization techniques, nor do your inner thoughts remain positive during pressure situations at work. It would seem you do not remain calm and under control during hectic work conditions. It seems you occasionally will blame others or occurrences for your lack of performance or success. It seems you have difficulty working through disappointing events at work, and it seems you do not have a calming influence on co-workers during turmoil on the job. It seems more likely that a lack of mental toughness may impact job promotion opportunities for you.

Motivation

Your Score: 4.00 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you possess the characteristics of a highly motivated individual. You seem to indicate that it is important to you to work hard to achieve your goals, and you seem to indicate that no one outworks you when you are focused on achieving a goal. You seem to believe that a person who works hard will achieve his/her goals, and you seem to strongly assert that successful people possess a strong work ethic. You seem to indicate that you consider yourself a hard worker in all aspects of your life. You seem to believe that hard work, not luck, gains results, and that you do not rely on others to motivate you. It would seem that supervisors and co-workers would find your work ethic invigorating to the department.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you display some characteristics of a motivated person. You seem to indicate that it is important to you to work hard to achieve your goals, yet you seem to indicate that luck plays a part in a person's climb to success. You seem to believe that successful people possess a strong work ethic, but you seem to indicate that you do not consistently put forth a 100% effort to accomplish each work project. It seems that, at times, you need to be motivated by a co-worker or supervisor to complete a project, yet you consider yourself a hard worker in most aspects of your life.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that you do not consider yourself a highly motivated individual. It seems that you believe a person does not have to work hard to achieve a goal. It seems that you put less effort into a team work goal than co-workers. You seem to indicate that you do not possess a strong work ethic, and that you seem to need outside sources to motivate you. You seem to indicate that you do not consider yourself a hard worker in all aspects of your life, and that you seem to rely more on luck than hard work to gain results. You seem more likely to cause anger and resentment from co-workers and receive additional supervisory interventions because of your lack of motivation.

Passion

Your Score: 4.43 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you possess a high level of passion toward your job. You seem to indicate that working at your job makes your body feel highly energized. You seem to believe that working an enjoyable job is one of the most meaningful activities in your life. You seem to indicate that, when asked, you greatly enjoy sharing your talents and knowledge with co-workers, and that you prefer a job that offers a challenge every day. You seem to indicate high admiration for your job and co-workers, and that you seem to be driven to succeed in all aspects of your life. It seems that others have told you that they admire the energy you put into your job. It would seem more likely that your presence within a department may raise the energy level of all workers.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you are passionate about certain aspects of your job. You seem to express admiration for your job assignments and co-workers, but you seem not to enjoy sharing your talents and knowledge with others, finding it more of an inconvenience than flattery. You seem to believe that working an enjoyable job can be somewhat fulfilling, but it seems you wouldn't consider it one of the most meaningful activities in your life at the moment. It seems that you welcome a challenge at work, but you seem to indicate that you don't feel surprisingly energized when you accomplish it. It seems at times that others have told you they admire your enthusiasm toward special projects, but it seems that you wouldn't characterize yourself as driven to succeed in all aspects of your life.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that you lack the elements of passion in your job. It seems you display little energy toward most assignments and projects, and seem to shy away from any challenges that confront you. You seem to indicate that your job offers little fulfillment in your life, and it seems like you are ambivalent toward your job and co-workers at times. Even though you may possess a special knack or talent for your job, it seems that you only begrudgingly will assist co-workers when asked. It seems you lack the will or drive to succeed in most aspects of your life, most noticeably in your work environment. It seems more likely that you will consistently seek new jobs in order to find one that will spark your enthusiasm for work again.

Receptiveness to New Things

Your Score: 4.17 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you are highly receptive to new things or changes at your work site. You seem to indicate that learning new things is a part of growing, and it seems that you are not hesitant to ask questions if you do not understand a new concept. You seem to indicate a strong willingness and desire to learn from others, and it seems you feel that listening is an important part of learning new things. You seem to indicate that you actively listen to advice from a supervisor or co-worker when it relates to change, and you seem to feel that when you stop learning, you stop growing as an individual. It would seem more likely that you would be amenable to changes within your department or company.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that you may be less receptive to changes in your department or company. You seem to indicate that you understand that learning new things is a part of growing, but you seem to indicate you are not as desirous to accept changes in your work environment as your co-workers may be. You seem to indicate a willingness to listen to supervisors and co-workers regarding assignment/responsibility changes, but you seem to display a new-found stubbornness toward the process. It seems the fear and unpredictability of the unknown may be fueling your response to change. It would seem more likely that if you can overcome the fear and unpredictability factors surrounding the change in your department/company, you may become more receptive in the future.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate little or no receptiveness to change or new policy in your work environment. You seem to indicate an unwillingness to even listen to supervisors or co-workers talk about the changes. You seem to believe that change is not necessary to accomplish the goals of the department. You seem to reject any advice from supervisors or co-workers to make the adjustment easier. You seem to display an unreasonable level of stubbornness to certain changes in assignments/responsibilities. It seems more likely that you would seriously consider changing jobs or departments to separate yourself from these changes.

Recovery from Illness/Injury

Your Score: 4.13 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that your singular focus on rehabilitation following an injury/illness is such that it may allow you to return to your job more quickly than normal. In fact, your approach could be described as a doctor's delight. It seems you openly accept the challenges posed by the rehabilitation process, and it seems you plan to cooperate fully with the rehabilitation team. You seem to indicate that you will consistently ask questions regarding your injury/illness, and it seems you strongly believe that goal setting is an important aspect in the rehabilitation process. You seem to believe it is important to receive social support from family members and co-workers during rehabilitation, and you seem to indicate that you will closely follow the timetable established for your recovery and return to work. You seem to indicate you will continue to support the department goals while recovering, and you seem to believe that incorporating mental imagery techniques is an important part of the rehabilitation process. It seems more likely that you will return to work from injury/illness prior to the date recommended by your physician.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that your focus on rehabilitation following an injury/illness is such that it may allow you to return to your job no sooner or a little later than the date recommended by your physician. You seem to indicate you will cooperate fully with the rehab team, but you seem to indicate you will not accept any challenges that may ask for effort you are not willing to provide. You seem to indicate you will ask few questions regarding your injury, and you seem to indicate little interest in utilizing goal setting or mental imagery techniques in your recovery program. You seem to indicate that you expect social support from others during rehab, yet you seem to indicate little interest in supporting department goals during recovery. It seems you will follow the timetable for recovery at your pace, and not by the pace recommended by your rehab team.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that your focus on rehabilitation following an injury/illness is such that you may not return to your job until long after the date recommended by your physician. You seem to indicate dislike for recovery timetables, unnecessary physical effort, goal setting methods, and mental imagery techniques. You seem to indicate little desire to ask questions regarding recovery procedures, and seem to indicate that social support from others is not important to you. You seem to indicate an unwillingness to cooperate with the objectives of your rehab team. You seem more likely to miss many days of work during your career because of your refusal to incorporate wellness practices into your lifestyle.

Self-Confidence

Your Score: 4.14 Target Range: 1.00 – 5.00

SFS-CE Interpretation: High Range [3.50 – 5.00]

Your score would seem to indicate that you characterize yourself as a highly self-confident individual. You seem to indicate that it is important to be self-confident in order to be successful. It seems you strongly believe that successful people possess high levels of self-confidence, and you seem to believe that self-confidence is one character trait of a successful person. You seem to indicate that you can accomplish anything when you put your mind into it, and you seem to believe that it will be difficult to succeed in life without self-confidence. It seems more likely that your level of self-confidence may open doors of opportunity for you quickly.

SFS-CE Interpretation: Mid Range [2.00 – 3.49]

Your score would seem to indicate that your level of self-confidence is not where you may want it to be. You seem to indicate that you have confidence in your work abilities, but it seems you don't rank self-confidence highly as a character trait of a successful individual. You seem to believe that other traits besides self-confidence can help make a person successful. You seem to indicate that your self-confidence is affected if you don't accomplish your goals. You seem more likely to build self-confidence as you become more familiar with your work assignments/responsibilities.

SFS-CE Interpretation: Low Range [1.00 – 1.99]

Your score would seem to indicate that you are not a very self-confident person. You seem to indicate a lack of self-confidence in your work abilities. You seem to believe that self-confidence is unnecessary in order to be successful. You seem to indicate that you have difficulty accomplishing goals because of your low self-confidence. You seem to believe that your self-confidence is affected by new assignments/responsibilities. You seem more likely to need consistent supervisory and co-worker encouragement to stay self-confident in your work environment.

History of the Development of The Success Factors Scales® – Corporate Edition

There are many factors that determine the long-term success of any company. But one factor stands head and shoulders above all others: the quality of the work force. If a company has as its core foundation a work force of dedicated, motivated, and success-oriented individuals, the odds favor that company to experience long-term success.

Pre-employment assessments, many designed to present a psychological profile of the job applicant, are gaining favor among employers. According to a survey by Management Recruiters International, roughly 30% of all companies are using personality tests to help make hiring decisions, to reduce the applicant pool, and sometimes to reinforce or overrule job interviewers' instincts.

The Success Factors Scales® – Corporate Edition was initially developed to meet the need of college coaches regarding a psychological profile of recruits and current team members. The challenge of this project was to develop a similar profile instrument for corporate recruiters to assist in the hiring process.

A review of the literature and discussions with corporate hiring specialists commenced regarding the identification of desirable success traits in job applicants. These identifiable traits were emotional and intellectual maturity, motivation, self-confidence, coping with pressure, cohesiveness, leadership, mental toughness, concentration, conscientiousness, openness to new things, recovery from illness/injury, assertiveness, emotional control, passion, communication skills, commitment, integrity, honesty, loyalty, and trust.

An item bank to measure the 21 identified traits was developed by the researcher. A panel of experts judged each item for gender, racial, and cultural bias. The panel consisted of a male vice president and controller of a private Midwestern university; a female executive director of a downtown YMCA; a male manager of a county compost facility; a female educator; and a male human resources professional at a Department of Veterans Affairs Medical Center.

The panel also had the opportunity to amend each statement and to write new items for each category. At the conclusion of the initial development stage, 173 items were created to measure the strengths of the 21 success traits. A pre-test factor analysis of the 173-item instrument indicated some items showed bimodal patterns which may cause confusion to respondents. Nine items were eliminated, leaving the research instrument with 164 items.

The 164-item instrument was administered to a group of 426 (M = 121; F = 305) individuals who were members of an American Society of Training and Development (ASTD) organization. The mean age of the respondents was 41 years, with over 80% of the respondents earning a Bachelor or Masters degree.

Internal reliability level for each subscale was set at .70. Six traits were eliminated from further analyses because of low preliminary scores: Loyalty (.20), trust (.25), emotional maturity (.30), emotional control (.42), conscientiousness (.51), and commitment (.57). At this point, the remaining 130 items and the remaining traits were re-examined. It became apparent that some traits could be consolidated (for example, integrity and honesty) and/or re-conceptualized (for example, concentration and mental toughness).

Additional analyses, including Cronbach's alpha and exploratory factor analysis with principal axis factoring and varimax rotation, revealed 13 traits containing 104 items with acceptable statistical properties. The accepted traits were leadership (.84), cohesiveness (.80), self-confidence (.76), mental toughness and concentration (.75), coping with pressure (.75), passion (.73), motivation (.73), integrity and honesty (.72), intellectual maturity (.72), assertiveness (.71), and openness (.70). It was also decided to include the traits of recovery from illness/injury (.65), and communication skills (.65) because of their close proximity to the .70 level, and because the researcher believed these were valuable traits for success within the corporate community.

To simplify overall identification, some changes were made. The grouping of honesty and integrity was re-named "integrity"; intellectual maturity was re-named "maturity"; the grouping of mental toughness and concentration was re-named "mental toughness"; and openness was re-named "receptiveness."

The traits, collectively, were named the Success Factors Scales®-Corporate Edition to identify the 13 most desirable success traits that corporate recruiters seek in their job applicants. The results of the Scales will give employers valuable data on the psychological make-up of the applicant. When combined with the results of the job interview, letters of recommendation, pre-employment drug testing and other requirements, the company representative responsible for hiring will be able to make a more informed decision on the attractiveness of the applicant to meet the needs of the company.

Testimonial

If you feel comfortable writing a testimonial for The Success Factors Scales® – Corporate Edition, [click here](https://www.successfactorscales.com/testimonial) or visit <https://www.successfactorscales.com/testimonial>