



## AGREEABLENESS

The agreeableness scale measures an individual's tendencies with respect to social harmony and getting along with others.

Individuals with high agreeableness scores tend to have an optimistic view of human nature, and tend to be courteous, generous, trusting, and considerate of the feelings of others. They also tend to be warm and supportive in their dealings with people, and for this reason **they are well suited to positions such as customer service, hospitality, and various other service-related fields. People with high levels of agreeableness also often perform well in team-based environments.**

Because highly agreeable people tend to be trusting of, and highly empathetic towards, others, **high agreeableness can be a liability in positions in which an individual is required to make tough, objective decisions that may not please everyone, or to represent the company's interests persistently in dealing with employees, customers, or partners.**

## CONSCIENTIOUSNESS

The conscientiousness scale measures an individual's tendency with respect to being careful, deliberate, self-disciplined, organized, hard-working, and dependable.

Those with low scores in conscientiousness tend to be more laid-back and less goal-oriented than others with higher scores. Individuals with low conscientiousness scores can also be impulsive and less prone to plan things out in advance, and tend to be less organized than others. In non-work settings, they are often seen as fun-loving and colorful, but in a work environment low scores in conscientiousness can correspond with a lack of reliability.

Although conscientiousness has been linked to success at work across all job families, evidence suggests that conscientiousness is more predictive of success for lower-level positions that require careful, deliberate work, than it is for leadership and higher-level managerial positions that place a premium on seeing the "big picture."

## EXTRAVERSION

The extraversion scale reflects an individual's tendency with respect to being gregarious, sociable, energetic, assertive, and comfortable in the company of others.

Those with low scores in extraversion tend to be deliberate, low-key, quiet, reserved, and are not dependent on a great deal of social interaction in order to function happily. Introverts often take pleasure in solitary activities such as reading, watching movies, writing, or using computers. **Introverted individuals are often better suited than are extraverts to positions that require working alone for extended periods of time.** Introverts generally prefer solitary over social activities, and tend to be energized by being alone. Introverts usually think before speaking, whereas extraverts may often think while speaking. **Introverts are well suited to working in a wide variety of jobs, including computer programmers, data analysts, writers, artists, scientists, and many more.**

Introverts may be less well suited to working in jobs that require high levels of social interaction or networking, such as sales and sales-related positions.

## OPENNESS

The openness scale measures the extent to which an individual is imaginative and creative, as opposed to down to earth and conventional.

Such individuals are intellectually curious, imaginative, and interested in abstract ideas and difficult concepts. They are often perceived as wise, cultured, and imaginative. They also tend to be analytical and introspective, and open to unconventional ideas and beliefs. They are creative "big picture" thinkers who ask questions that others would not, and they often have a wide range of interests. They relish intellectual challenges and are well-suited to jobs that require creativity and imaginative problem-solving. On the other hand, high scorers in this range may not be as detail-oriented or as rule-oriented as others, and may be prone to overlook the details or practical aspects of a project.

Most research shows, however, that across most job types openness is the least predictive of job performance of the Big Five factors: the correlation between an individual's level of openness and subsequent job performance is generally low. It is therefore recommended that the openness scale should generally NOT be used for employee selection purposes; rather, its primary utility is that it can be used to inform training and placement decisions, and to provide further insight into a person's behavioral tendencies.

## STABILITY

The stability/neuroticism scale measures the extent to which an individual is prone to experience negative emotional states, such as anxiety, depression or guilt.

Individuals with low stability (high neuroticism) scores are emotionally reactive. Such individuals are often very self-aware and perceptive, and are more self-conscious than individuals with high stability scores. Because neurotic individuals are sometimes prone to become frustrated by things that others might see as only minor inconveniences, they may respond poorly to environmental stress.

## INTERVIEW GUIDE

### Agreeableness

When a person scores in the high range for a job that would seem to favor a low score, sample interview questions might include:

1. How would you approach a situation where you have to make a decision or take an action that you knew was the right one, but you also knew would be unpopular with co-workers?
2. Suppose a customer was asking for something that it was not in the best interest of the company to provide. How would you balance the customer's wishes and the company's interest?

### Conscientiousness

When a person scores in the low range on the conscientiousness scale, sample interview questions might include:

1. What important goals did you achieve at your previous job, or in the past year?
2. How do you feel you will help this company achieve its goals? Why do you want to work for this company?

### Extraversion

When a person scores in the low range for a job that would seem to require a high score, sample interview questions might include:

1. What was the latest project you've been involved in that really energized you?
2. What part of working on a team-based project do you find most challenging?
3. If you experienced a clash of personalities with a co-worker, what steps would you take to ensure a functional working relationship with that person?