



## Viewing & Reading TraitSet™ Questionnaire Reports

From the Customer Main Menu (URL =[www.traitset.com/company](http://www.traitset.com/company), where “company” is replaced by YOUR specific assigned URL):

**TraitSet™ Information**

Please enter the User Name and Password as supplied for TAKING questionnaires to Login and select from the list of Questionnaires as instructed.

Managers - To “View a Report”, please use the separate “Report” User Name and Password.

If you have any technical questions or issues, contact [TraitSet™](#).

Click here for [Questionnaire Abbreviations Key](#).

**Please enter your Login Name and Password**

Username

Password

Login

Return

*Enter Username and Password here:*

### VIEWING REPORTS

- 1) A Login screen will appear. Enter the “**View Reports**” Username and Password you have been given and click on the “**Login**” button.
- 2) A screen (**see below**) will appear with the questionnaires your organization uses listed – you might see them in both English and Spanish. The Manager/Director should click on the “**Individuals**” button next to the name of the Questionnaire report you want to look at. (NOTE: Do not click on Aggregate reports)

<b>Assessments</b>		
Questionnaire WE (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Questionnaire CS (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Questionnaire LM (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Questionnaire SP (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Questionnaire RW (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Questionnaire AB (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Questionnaire WB (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Questionnaire WR (4.0)	<b>Aggregate</b>	<b>Individuals</b>
Spanish WE (n)	<b>Aggregate</b>	<b>Individuals</b>
Spanish CS (n)	<b>Aggregate</b>	<b>Individuals</b>
Spanish LM (n)	<b>Aggregate</b>	<b>Individuals</b>

*Use these buttons*



## Viewing & Reading TraitSet™ Questionnaire Reports

- The next screen will allow the Manager/Director to search for a report by the job-seeker's first or last name (Candidate's name) or position applied for (Job Position). Enter the information you have – even partial names or leave the spaces empty to see all candidates that have taken the questionnaire to-date and click on the “Search” button.
- Below the Search form will appear the report(s) that match the data you entered. To view a report, click on the “Report” button next to the Candidate's name. (**see below**)

**Search For Respondents**

Candidate	<input type="text"/>
Job Position	<input type="text"/>

**Questionnaire WE (4.0): Individual Reports**

	Candidate	Job Position
<input type="button" value="Report"/>	Molly Johnson	Server
<input type="button" value="Report"/>		
<input type="button" value="Report"/>	Joan Francis	CEO
<input type="button" value="Report"/>	Lory Spencer	cook
<input type="button" value="Report"/>	jimmy jones	waiter
<input type="button" value="Report"/>	Donald Duck	Customer Service
<input type="button" value="Report"/>		

*Search Form – left blank to see all job-seekers/candidates.*

*List of candidates, job positions.*

*Click on “Report” button to see Individual Report.*

- An additional browser window will open showing this report.
- You may close the Report screen when finished viewing or scrolling through the report. You may print the report by using the browser's print command under the File menu or by clicking on the printer icon in your browser's toolbar.
- You may now enter additional data in the Search form following the instructions in #3 above to view additional reports for this questionnaire.
- To view reports for a different questionnaire, click on the “Return” button at the bottom of the screen below the list of candidates.
- When you are finished viewing reports for your location, you may close your browser or return to the Login Screen to “Take Questionnaires” at URL=[www.traitset.com/company](http://www.traitset.com/company), where “company” is replaced by YOUR specific assigned URL.



## Viewing & Reading TraitSet™ Questionnaire Reports

### READING THE TRAITSET™ REPORTS

#### *Using the 1-2-3=ID™ Method in Evaluating TraitSet™ Reports*

Immediately after administering a TraitSet™ questionnaire to a candidate, the manager will be able to view the individual report online using his/her “View Report” Username and Password as directed above. It is important to know how to read that report and the information it provides in making a decision whether to interview a candidate and what to look for during an interview. A simple and effective method for reading the reports is the 1-2-3=ID™ approach to the TraitSet™ reports. The method is:

- Step 1** – Read the Overall score to see if it falls above or below the 50<sup>th</sup> percentile.
  - Step 2** – Review the BLACK individual traits that are measured and are part of the Overall score.
  - Step 3** – Review the RED individual traits to learn how the candidate approached the questionnaire.
- = **ID** - With this information in mind it is much simpler to make an informed Interview Decision.

#### **STEP 1) READ THE OVERALL SCORE**

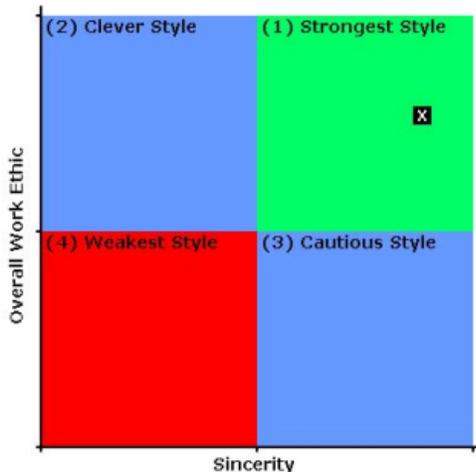
Here are two sample overall scores & scoring grids and tables from two different TraitSet™ questionnaires:

##### TraitSet™ Report for Mary Smith

Job Position: Manager

OVERALL - Work Ethic/Integrity = 77%

White "X" = Style for Mary Smith



Key

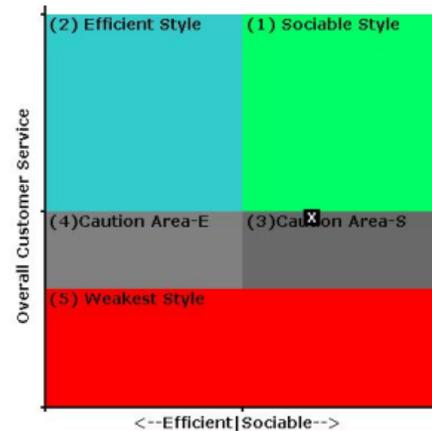
1. Strong Work Ethic and Sincere about that desire.
2. Strong Work Ethic but may be insincere, exaggerate or withhold true desire.
3. Weak Work Ethic but honest about limited desire to work.
4. Weak Work Ethic and potentially dishonest about their responses.

##### TraitSet™ Report for Joe Brown

Job Position: Server

OVERALL – Customer Service = 48%

White "X" = Style for Joe Brown



Key

1. Strong Customer Service & SOCIABLE Style
2. Strong Customer Service & EFFICIENT Style
3. Caution Area - SOCIABLE Style
4. Caution Area - EFFICIENT Style
5. Very Low Interest in CUSTOMER SERVICE

GRID STYLE: Customer Service is the TraitSet™ and Style is the measure on the X - Axis. The Left side is an EFFICIENT style with a strong emphasis on rapidly meeting customer needs. The Right is a SOCIABLE style with an emphasis on customer relations and a positive experience (Left is Results, Right is People Driven).



## Viewing & Reading TraitSet™ Questionnaire Reports

The first Overall Score & Grid, for Mary Smith, is from a TraitSet™ WORK ETHIC questionnaire report. The second, for Joe Brown, is from a TraitSet™ CUSTOMER SERVICE questionnaire report. It is very important to remember that the overall scores do NOT represent a percentage of “correct answers”. The overall score is a percentile ranking. That is, it ranks the person within a population. The simplest way to understand it is to imagine the population as one hundred people. A percentile ranking of 77% says that the person is stronger than approximately 77% of the population and equal to or weaker than approximately 23% of the population.

*When working with percentiles it is important to think of them as strong approximations rather than as exact rankings. For example, a person scoring in the 50<sup>th</sup> percentile is exactly in the middle, but is probably more or less comparable to anyone who scored, say, in the 48<sup>th</sup> to the 52<sup>nd</sup> percentile. For the purposes of pre-screening, seeing them as in the middle of the pack, as average, is the important understanding rather than trying to make too fine a distinction between neighboring scores.*

Mary Smith has an overall score for Work Ethic of “77%”. This means that her responses rank her in the 77<sup>th</sup> percentile of the general employment population for the WORK ETHIC set of traits. That is, out of a large group of people, approximately 23% will be equal or stronger in those traits and approximately 77% will be weaker. Note that the Grid depicts this high overall score by placing an “X” in the GREEN section, which represents the strongest style of the Work Ethic traits.

Joe Brown has an overall Customer Service score of 48%. While the score is technically below the average score of 50% (the 50<sup>th</sup> percentile), it would be better to see this score as approximately average. If you were interviewing people in the average ranking, you would probably want to include Joe based on the overall score. The “X” is placed on the Grid just inside the “Caution” area, but is very close to Green. It is really a factor of how many job seekers you have for a given position. The more you have, the more selective you can be, the fewer you have per position, the wider you cast your net.

### STEP 2 – REVIEW THE BLACK SCORES

(Mary Smith)

(Joe Brown)

TraitSet™	Scores (%)
Conscientious	75
Achievement	75
Organized	69
Integrity	76
Work Ethic/Duty	68
Withholding	2
Manipulative	45
Anchor Cherry Picking	31

For Black Scores, 50% is Average & Higher = Better

TraitSet™	Scores (%)
Warmth	66
Extravert	12
Agreeable	20
Friendliness	88
Relating Dynamic	47
Self-Conscious	42
Self-Sufficient	26
Anchor Cherry Picking (ACP)	7

Negative Scores are RED (Lower = Better)

Negative Scores are RED (Lower = Better)



## Viewing & Reading TraitSet™ Questionnaire Reports

One of the powerful features of the TraitSet™ Questionnaires is the listing of the component traits that go into the OVERALL SCORE. Each of them is given its own percentile ranking so the hiring manager is able to learn more about the prospects stronger and weaker traits. For **STEP 2**, we look only at the **BLACK SCORE** traits.

Mary Smith is well above average in each of the **BLACK SCORE** traits. However, none of them is above the 80<sup>th</sup> percentile. The reason this is important is that most of these traits are in a continuum. That is, extremely high might be detrimental. For example, someone who is extremely organized might not be able to work in the chaotic environment of a restaurant. This means that the interview should try to find out what the scores higher and lower than average really mean for that person. Nothing about Mary's scores raises concerns, but the interview questions provided by the TraitSet™ report for each of these traits should still be used in the interview. Using these questions will not only help you discover weaknesses and strengths, they will help you get to know those you do hire so the manager can manage them more effectively.

Joe Brown's Customer Service report has a wide range of **BLACK SCORES** that need to be looked at closely. His Friendliness is very high, Warmth is high, Relating Dynamic is average, Agreeable and Extravert and very low. The questions provided for the interview will get at what these wide-ranging scores actually mean in terms of his providing great customer service, but first the hiring manager has to decide if any of these extreme scores weaken his place in the pool of those being considered for an interview. If only one person with an average overall score can be interviewed and the other had a more consistent set of scores without the extremely low scores, and extraversion was a desirable trait for the job, then Joe might not be selected for an interview.

### STEP 3 – REVIEW THE RED SCORES

(Mary Smith)

(Joe Brown)

TraitSet™	Scores (%)
Conscientious	75
Achievement	75
Organized	69
Integrity	76
Work Ethic/Duty	68
Withholding	2
Manipulative	45
Anchor Cherry Picking	31

TraitSet™	Scores (%)
Conscientious	75
Achievement	75
Organized	69
Integrity	76
Work Ethic/Duty	68
Withholding	2
Manipulative	45
Anchor Cherry Picking	31

For Red Scores, 50% is Average & Lower = Better

ACP scores are the actual % of questions answered with extreme scores (a 1 or an 8) NOT a percentile ranking

Negative Scores are RED (Lower = Better)

Negative Scores are RED (Lower = Better)



## Viewing & Reading TraitSet™ Questionnaire Reports

The **RED** scores measure traits where it is generally desirable for the person to have LESS of that quality. We are looking for the person to be average and lower in their percentile ranking for these traits. However, as with the **BLACK** scores, they are often a continuum and an extremely low score can be a negative as well. For example, in the WORK ETHIC questionnaire, the **WITHOLDING** trait indicates a difference between what the individual actually thinks and the way they want to present themselves to others. It might be politeness, or it might be an attempt by the job seeker to present a false picture of himself, or it might be something else.

However, a very high **Withholding** score might mean the person has problems with an honest presentation of herself, but a very low score might mean the person is very self-critical. So, a little above average score in **Withholding** *might not* be a negative in a server. The Manipulative trait is also a continuum. A very high **Manipulative** score might indicate the person is clever and might be self-serving while a low **Manipulative** score might indicate that the person is forthright to the point of being blunt. If the person is selected for an interview, a deeper insight can be discovered using the question provided for this trait in the report generated for this individual.

A very important **RED** score is the **Anchor Cherry Picking** score (**ACP**). This score is different because it is the actual percentage of extreme responses (1's or 8's – ALWAYS false or ALWAYS true). Some people have a personality that causes them to simply make binary choices, even when contrary to the instructions provided. Others **cherry pick** their responses in trying to manipulate the **OVERALL SCORE**. In either case, once the ACP score goes higher than 75% the hiring manager should be concerned about the distortion of the other scores because more than  $\frac{3}{4}$  of the responses were either a 1 or an 8.

### **BLACK AND RED SCORE SUMMARY**

In evaluating the scores provided by these questionnaires it is essential to remember that all the scores (except Anchor Cherry Picking (ACP)) are provided as percentile rankings. These are *not* scores indicating a percentage of right or wrong answers. Therefore a 50% percentile ranking means that the score is average and does not indicate the number of “correct” responses. The ACP score tells the actual percentage of the responses that were extreme scores, that is, ones or eights.

### **= ID – The Interview Decision**

Once the interviewing manager has reviewed the Overall score, looked at the grid, examined the Black scores, carefully looked at the Red scores, and looked at the pool of available job seekers compared with the number of positions available, a decision is made whether the candidate should be interviewed or not. If the candidate is going to be interviewed, the extra information provided by the Black and Red scores can help focus the interview by use of the customized list of questions that are provided in the TraitSet™ report

The second page of each TraitSet™ report explains whether the score for each of the Black and Red traits was Very High, High, Normal, Low, or Very Low. It provides a sentence or two about what



## Viewing & Reading TraitSet™ Questionnaire Reports

that score for that trait likely indicates. The interviewing manager is also provided a suggested interview question for each of the traits. These questions focus on the extreme traits and generally do not provide questions for the average or obviously strong traits. It is important to use the questions in order to let the job seeker provide information that will let the hiring manager gain a greater understanding of the meaning of the score provided by the report. The hiring manager is strongly counseled to **NOT** provide the scores or copies of the report to the job seeker. Since it is only one factor in the hiring decision, providing them with a score can distort their view of why they were or were not hired.

### SUGGESTED INTERVIEW QUESTIONS

Each person who takes one of the TraitSet™ questionnaires will have their own pattern of very high, high, average, low, or very low scores for each of the traits measured. A sample of one possible set of questions for the WORK ETHIC questionnaire is provided below. Each report includes a variety of questions for each trait appropriate to the score for that individual trait. The

**NOTE: Moderate scores may not trigger questions.**

TraitSet™ Score	Description/Questions
Withholding - Low	Person is willing to give honest opinions <b>Question:</b> Give me an example of when it would have been better to hide your true feelings.
Conscientious - Very High	Person is almost rigid in their desire to meet their commitments <b>Question:</b> Has anyone said you are a workaholic? Why do they say that?
Achievement - Very High	They are highly driven to excel or achieve (no comment on integrity of approach). <b>Question:</b> What are the limits that you won't go beyond to be successful or make the sale?
Organized - Very High	They are extremely organized and will find it hard to work in unstructured settings. <b>Question:</b> Once you start a task is it hard to shift priorities? How do you handle that shift?
Manipulative - Average	They are no more forthright or manipulative than anyone else. <b>Question:</b> NONE.
Integrity - Very High	Integrity is so important, they most likely will disclose the weaknesses of others. <b>Question:</b> When has your personal sense of integrity got you into trouble?
Work Ethic - Very High	A very significant sense of duty where work is very important to the person. <b>Question:</b> Give me an example of when a boss felt you were too rigid about getting your work done.



## Viewing & Reading TraitSet™ Questionnaire Reports

question for the high scores will be different than the low scores, and the average scores will not generate a question. In the interview, the hiring manager will want to focus on the traits that are other than average to determine more fully what the score means. For example, a high score on organized could be a very good thing. However, if the person is organized to the point of rigidity, this could be a strong negative in unstructured work environments. Interviewing by using the questions provided will help the manager understand much more about the job seeker and the appropriateness of their soft skills for the position for which they are being considered.

### TraitSet™ QUESTIONNAIRE DEFINITIONS

Additionally, the definition of each of the Black and Red traits is provided by clicking on the link to TraitSet™ Definitions at the bottom of the report. It is important that the hiring manager become comfortable with how these terms are used by TraitSet™ rather than assuming what the terms might mean. This list of definitions can be quite helpful in that process.

The link in the report looks like this:

**Click below to view Definitions:**

[TraitSet™ Definitions](#)

### CONCLUSION

The report provided by each TraitSet™ questionnaire is a powerful tool in aiding the manager in making a decision on which people are the most likely candidates for interviews. Not spending time with unlikely candidates can save up to 30% of the time invested in the hiring process. The report also provides scores for the individual traits and appropriate questions that can improve the quality of the hiring process in identifying the candidate with the strongest and most appropriate soft skills for the position. While managers need to consider a range of factors when hiring, understanding a job seeker's set of soft skills makes a strong contribution to hiring better employees and managing them better after they are hired.