

## Introduction: What is this and how can I use it?

This report is a description of the attributes of the 'ideal' employee in the Retail Manager role, based on studies of top performers in similar roles and additional input you provided when you completed the Position Analysis Survey.

## Section I: Critical Thinking and Reasoning

This section is best described as 'how the person processes various forms of data and information'. If this position generally requires someone who has a college education, or if it is one that does not generally require well-developed reasoning skills, then it will not be included as part of the success profile.

**Critical Thinking and Reasoning was not assessed for this position**

## Section II: Summary Description of the Ideal Candidate

**First, the traits most critical to success in the Retail Manager role:**

### Extraversion

Degree to which one requires social interaction and authority.

---

Lower scorers may be timid and are more apt to work in the background and follow group consensus.

High scoring individuals will be gregarious, outspoken, and assertive.

This position calls for people that rank higher in Extraversion. The ideal candidate often sees social functions as exciting challenges and opportunities. Welcomes the chance to be a social influence if given the option of leading rather than following others.

### Agreeableness

Tendency to be friendly, approachable, and easy to get along with.

---

Lower scorers are more reserved and aloof and may act against the group's wishes to accomplish a personal goal.

High scoring individuals will usually be trusting of others and will follow rules so as not to cause conflict.

This position calls for people that rank higher in Agreeableness. The ideal candidate tends to side with the group, accepting consensus as the best means toward collective goals. Does not have it in their nature to let competition rule their actions.

## Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

---

Lower scorers are typically spontaneous and quick to act. While they will get things done, the results may not be as expected.

High scoring individuals will generally act based on a comprehensive plan and will tend to analyze all relevant information before proceeding.

This position calls for people that display Conscientiousness differently than most people. The ideal candidate has a work style that focuses on accuracy and organization. Tends to approach a job according to specified procedures.

## Stability

Degree to which one reacts positively to negative or stressful situations.

---

Lower scorers may seem overly emotional and will generally act on instinct in times of stress.

High scoring individuals (low neuroticism) will usually maintain a positive outlook and will rely on logic and organization when dealing with stress.

This position calls for people that rank higher in Stability. The ideal candidate rarely reacts negatively to stressful situations preferring a measured, calm response. Consistently expresses themselves carefully to others so that their point of view or feelings are not misunderstood.

## Openness

Willingness to try new ways of doing things.

---

Lower scorers will usually prefer to maintain the status quo and will opt for tried and proven methods.

High scoring individuals will generally be adventurous, curious, and able to personally accept a high degree of risk.

This position calls for people that rank higher in Openness. The ideal candidate consistently favors plans that involve change or innovative ideas, but tolerating out-dated work habits is more of a challenge for them. Generally embraces change and innovation, and rarely relies solely upon the familiarity of traditional work practices.

## Resolve

Willingness to work for the intrinsic benefit of work and its ability to enhance character.

---

Lower scorers may be regarded as failing to provide fair value for the wage the employer is paying them and will usually display irresponsible workplace habits.

High scoring individuals tend to be reliable, have initiative, and pursue new skills.

This position calls for people that display Resolve differently than most people. The ideal candidate would still work because they enjoy it, even if they were financially secure for the rest of their life. Their work gives them immense satisfaction.

## Reliability

Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner.

---

Lower scorers may show tendencies for being inaccurate in their representations and could have a more accepting attitude toward theft and other dishonest behaviors.

High scoring individuals tend to be trustworthy and consistently accurate in their actions.

This position calls for people that display Reliability differently than most people. The ideal candidate always avoids situations and actions considered inappropriate or which present a conflict of interest. Never misrepresents themselves or uses their position or authority for personal gain.

## Intensity

Level of drive and/or restlessness one exhibits.

---

Lower scorers tend to be more patient and methodical, preferring to finish one task before starting a new one.

High scorers will always be looking for new challenges, sometimes before completing previously initiated projects.

This position calls for people that rank higher in Intensity. The ideal candidate thrives on a quick paced, invigorating work environment and focuses on critical deadlines and timely results. Has a very high energy level and tends to shy away from tasks that take them away from the fast pace of their preferred work environment.

## Influence

Tendency to focus activities on persuading others to follow or work with them in attaining objectives.

---

Lower scorers are more cautious when seeking assistance or support from others and tend to be more reserved and less sociable.

High scoring individuals will generally be friendly, outgoing, and will maintain a wide network of contacts.

This position calls for people that rank higher in Influence. The ideal candidate is highly skilled at securing the approval and support of others for their ideas and actions. Finds it important to build and maintain a network of those who support their ideas, and they work hard to persuade others to follow their lead.

## Assurance

Tendency to rely on and be confident in the integrity and ability of others.

---

Lower scorers will evaluate others' actions over time and make judgments about their trustworthiness only after careful consideration.

High scoring individuals generally believe in the inherent good intentions of others and are not likely to be suspicious.

This position calls for people that rank higher in Assurance. The ideal candidate is very trusting of others and generally believe their intentions are good. Finds it easy to delegate work and share responsibility with others, and generally trusts that tasks will be completed successfully without undue scrutiny.

## Optimism

Tendency to have a positive attitude regarding people and outcomes.

---

Lower scorers are willing to question the intentions of others and the feasibility of outcomes.

A positive and accepting outlook regarding people and outcomes is common among those with high Optimism scores.

This position calls for people that rank higher in Optimism. The ideal candidate is known to be very optimistic about risk, change, and unexpected challenges. Demonstrates a very trusting attitude toward others even if they are unfamiliar to them.

## Compassion

Willingness and ability to identify with, or vicariously experience, the feelings and emotions of others.

---

Lower scorers usually have little or no regard for the experiences of others and may lack the background to understand others' personal situations.

High scoring individuals tend to be sensitive to how their own actions impact others.

This position calls for people that rank higher in Compassion. The ideal candidate has concern for others that often outweighs the need for progress when they are planning activities and making decisions.

## Traits where there is more room for individual differences:

### Control

Tendency to take charge of people and situations. Leads more than follows. It is often associated with expressing confidence.

---

Lower scorers suggest a minimal need to control the actions of others. Such an individual may be perceived by coworkers as a compliant follower.

High Control is often found with a focus on achievement and the need for being in control of situations.

### Compliance

The degree to which an individual is willing to follow policies, external controls and supervision, and to work within the rules.

---

Lower scorers may reflect a working style that emphasizes individualized thinking and a willingness to question inefficient practices.

High Compliance is often associated with being comfortable with authority, conformity, and with being conventional.

### Decisiveness

Reflects how confident someone is in accepting the risk of making a decision in a timely fashion using what information is available at the time.

---

A person with a low Decisiveness score requires as much information as possible before making a decision.

A person with a high Decisiveness score will make decisions with the information currently available so processes do not become too mired in deliberation. This also reflects their willingness to risk failure or misjudgment for the sake of timeliness.

### Gregariousness

Tendency to be outgoing and people-oriented.

---

A lower scorer tends to focus on achieving goals through individual efforts and can work over longer periods without considerable interpersonal contact.

High Gregariousness signifies a desire to work closely with others and accomplish goals in a group setting.

## Acumen

Tendency to use logic and objective information in decision-making process.

---

Lower scorers rely more heavily on intuition and feeling when making decisions or taking action.

High scoring individuals generally act on the basis of proven facts and analysis.

## Cooperativeness

Tendency to be friendly, agreeable, and to be a team person.

---

The low Cooperativeness scoring individual is willing to express disagreement and defend priorities without compromise when necessary.

High scores in Cooperativeness display a willingness to consider the needs and ideas of others.

## Autonomy

Tendency to be self-reliant, self-directed, and to take independent action, making own decisions.

---

Someone with low Autonomy prefers to turn to others to guide their performance.

High scores in Autonomy define the manner in which an individual prefers to be directed by others and one's potential to accomplish tasks with minimal supervision.

## Tact

Tendency to consider the feelings of others when communicating.

---

Lower scorers are generally more frank and direct in their communication being more interested in full disclosure.

High scoring individuals will be more measured in their communication and may tend to withhold information if they believe it will cause conflict.

## Teamwork

Willingness to work as a group member toward the attainment of a common objective.

---

Those with low scores are more likely to follow group wishes if, and only if, the direction of the team meets their own personal objectives.

A higher scorer will typically be sensitive to the needs of the group above their own and will place an emphasis on equal participation toward reaching the stated goal.

## Happiness

Tendency to maintain a mental or emotional state of well-being characterized by positive or pleasant emotions ranging from contentment to intense joy.

---

Lower scorers have a propensity for complaining and may seem difficult to please.

High scoring individuals are usually easy to get along with and work in close harmony with their environments.

## Creativity

Degree to which an individual uses imagination and intellect to produce novel and original products, ideas, or task solutions.

---

Low scoring individuals tend to follow established routes toward problem solution regardless of their success.

Higher scorers are those individuals who often arrive at seemingly strange solutions to problems which ultimately succeed in solving the problem.

## Ambition

Willingness to do whatever it takes to attain a personal goal, often even at the expense of others.

---

Lower scorers are usually satisfied with staying where they are as long as the position or environment is meeting their needs.

High scoring individuals will typically be those who are not content to stay in one job very long if there is a higher level to be achieved.

## Adventurousness

Tendency to have a need for exciting or unusual experiences which may be bold and risky undertakings with uncertain outcomes.

---

Low scoring individuals will consistently gravitate toward those activities which have a proven record and very little risk.

Higher scorers will aggressively seek out risky tasks and projects which allow them to do something different and uncertain.