

SSA and eTest Launch Facility Manager Aptitude Test

Why do some hires not work out? Many of you have hired individuals who appear to be just what your company needed, only to find out three months later that the person was not at all like the person who interviewed with you as a job candidate. Or maybe you have had a new employee tell you, "This is not at all what I thought it would be." What happened? Is it because you or the person you hired did not thoroughly discuss the job and the job responsibilities? Probably not. The problem usually involves personality.

What is personality and why is it important in the hiring process? Personality consists of core traits or dispositions or temperaments (primarily genetic in nature, but also formed and solidified by early environmental influences) which to a large extent determine how we behave. In other words, if you understand an individual's core personality, you will be able to predict with pretty good accuracy how that person will interact with people, carry out their job responsibilities, solve problems, handle setbacks and disappointments, etc. Wouldn't that be nice to know before you hire a new facility manager (FM)?

Personality Traits

Current state of the art research has identified five key personality traits which have been labeled "The Big Five."

- **Social dimension (extraversion):** This determines how naturally outgoing we are. Some people need a great deal of social interaction and are comfortable in social environments. Others need very little people contact and may even be timid or a bit fearful of social encounters.
- **Emotional well being:** Some of us are more self confident than others. In addition, some people show emotions readily and others are "stone faced" and rarely change their expression.
- **Agreeableness:** This trait involves how easygoing and tolerant versus how intense and potentially irritable a person behaves. Are you someone who goes through life in a fairly calm fashion or do you get frustrated frequently? As is the case with all personality traits, this can be an asset or a liability. Easy-going people may be easy to get along with and relate well to customers but may also lack drive. Intense

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CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JOHN DOE**
 Company: ABC COMPANY
 Position: Sales Representative
 Hiring Manager: NA
 Phone #: -
 Date: 06/24/08
 File #: 362577

The material in this report is confidential. It should not be distributed in any manner to anyone other than people directly involved in the interview and hiring process. This information is not to be shared with the unauthorized agent.

Use the following guidelines only if the candidate met or exceeded the cut-off score, discontinued the candidate did not meet or exceed the cut-off score, discontinued the process.

This is an interview guide, not a psychological assessment. It can be quite useful for further tailoring your interviews and reference checks. However, this should not be the sole basis for making a hiring decision. Use this guide as an educated guess about the person's information you have about this candidate. This profile was developed using research-based instruments, but there are clear limitations to this information. Don't make hiring decisions based on test results.

As you interpret the profile, pay more attention to recurring individual scores. Many things can affect the way a person scores. We strongly suggest that you refer to that information when structuring your own interview questions.

Keep in mind the exact job you are considering for the person. For example, may be pleasant characteristics, but may not be necessary for the job. Use this guide as an educated guess about the person's information. Use further interviews and reference checks to gather the necessary information.

A full psychological assessment including an interview and reference checks for higher level management and executive positions is recommended.

Success Factors

JOHN DOE

Below are scales which are related to success in this type of job. If a study has been done on this job at your company, the data are likely to be particularly useful. In general, scores further to the right indicate stronger probability of success. Always investigate extreme scores in your hiring process, even if they are in the desired direction.

Scale	1	2	3	4	5	6	7	8	9	10	Scale Name
Matter-of-Fact	Persuasive
Socially Cautious	Bold
Emotionally Reserved	Emotionally Expressive
Patient	Frustration Prone
Conforming	Non-Conforming
Accommodating	Intense
Tactical	Strategic
Action Oriented	Planful
Convergent Thinking	Divergent Thinking
Individual Performer Profile	Manager Profile
Technical Similarity	Decisive (Action-Orientation)
By-the-Book Approach	Creative Similarity
Low Expressed Enthusiasm	High Motivation
Stress Avoidant	High Stress Tolerance
Hands-on Doer	High Leader Traits
No Coordination	Team Coordination
Tactical Sales	Strategic Sales

Shaded Area Represents Average Profile of Top ABC Company Sales Reps

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and irritable people may be highly driven and goal-oriented but may irritate customers or worse.

- **Openness to experience:** This trait determines whether we are likely to seek out new ideas and think creatively or whether we are more practical-minded, efficient, and conservative in our outlook.
- **Conscientiousness:** This trait determines our core “modus operandi.” At the one extreme, people are focused, organized, detail-oriented, perfectionistic and compulsive. On the opposite end, people tend to be flexible, spontaneous, tolerant of ambiguity and potentially disorganized.

Traits Are Neither Inherently Good Nor Bad

For the most part, personality traits are neither inherently good nor bad—just different. The one potential exception is with the trait of conscientiousness. There is considerable research suggesting that conscientiousness is a generically good trait. For the most part, being disciplined, responsible, persistent and organized are good characteristics. Creative and artistic professions are the most notable exception. But certainly, to be a successful FM, conscientiousness is a positive trait. Therefore, when a new FM does not work out, it may be due to the fact that they are low on some of the conscientiousness factors, such as focus, discipline and detail orientation.

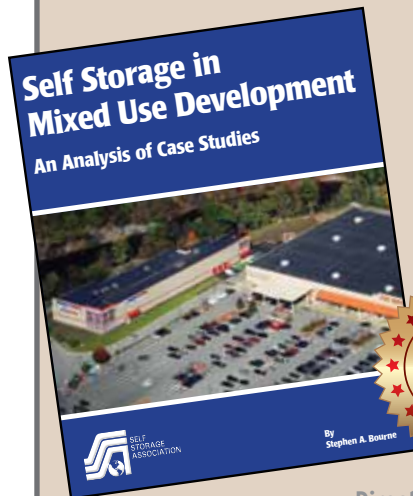
The other four Big Five traits also relate to job fit. First, people who are emotionally stable and confident are usually a good fit for most jobs. This is certainly the case for FMs. Second, on the extraversion scale, successful FMs are outgoing and socially oriented but not overly forceful. Third, on the agreeableness dimension, they are understanding but not pushovers. Finally, on openness to experience, the successful FM is more practical-minded and conservative rather than creative and theoretical.

Now that you understand the successful FM profile, how do you ensure that you pick the candidate that fits? In addition to multiple interviews and good interviewing techniques, psychological assessment can help. ETest and SSA have teamed up to develop an online personality test that assesses the core traits essential for success in the FM job.

As a result of focus groups with SSA membership, FM job observations, job analysis questionnaires and profiling successful FMs, the SSA/eTest online assessment instrument will provide you with a profile that tells you how your candidate compares with the successful FM profile. This additional information can help you narrow the gap between hiring successful versus unsuccessful FMs. Increase your hiring hit rate and save time and money.

Find out more at www.selfstorage.org; click on *Facility Manager eTest* in the “Quick Links” section, or visit booth #714 at the fall trade show in Las Vegas, September 10 and 11. ❖

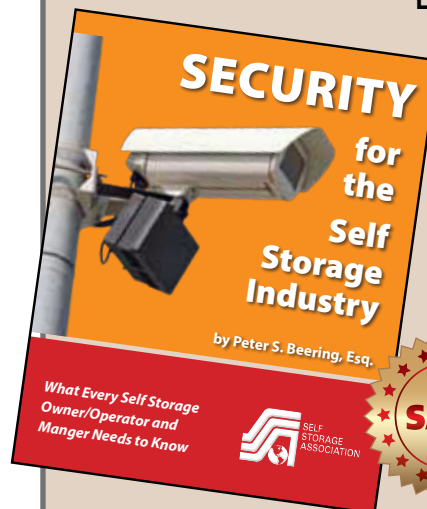
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