Criteria®

INFORMATION BRIEF

# Illustrait®

# Illustrait®

Get an accurate, targeted picture of each candidate's competency potential, based on their unique mix of behavioral traits and preferences.

Illustrait® enables you to quickly and accurately identify candidates with the competency potential to succeed in your organization.

Select the competencies required for success in your unique roles using Illustrait's extensive competency framework. Illustrait then measures the extent to which your candidates' workplace behavioral traits and preferences are aligned with these competencies.

Illustrait's adaptive engine adjusts the assessment questions based on the candidate's previous answers. This gives you a hyper-targeted and highly job-relevant assessment in a simple and brief candidate experience.

## Competencies for over 900 O*NET jobs[1]

When you use Illustrait, we automatically recommend the competencies required to perform in the job, so you only assess candidates on the most job-relevant traits. Or, if you prefer, you can choose from our extensive and expert-derived library of 38 competencies to reflect your organization's particular requirements.

1 O*NET is the U.S. Department of Labor's jobs database

**MEASURES**

Selected competencies, chosen from a broader competency framework

**PREDICTS**

Job performance, comfort, and satisfaction on the job

**QUESTIONS**

Varies depending on how many competencies are assessed, but averages 60-70 questions

**TIME**

Varies depending on how many competencies are assessed, but averages between 5 and 10 minutes

## Why is job alignment so important?

When an employee's behavioral preferences and traits match the requirements of a particular job, they feel more comfortable performing their tasks and get more enjoyment out of their work. In turn, this can lead to tangible business outcomes for your organization, including:

- ✓ Better performance
- ✓ Higher productivity
- ✓ Higher engagement
- ✓ Reduced turnover
- ✓ Improved retention
- ✓ Reduced hiring costs.

## Which jobs is Illustrait applicable for?

Because Illustrait has been designed to be highly flexible and job-relevant, it is appropriate for all occupations, industries, and seniorities.

## How does Illustrait differ from other assessments?

### Designed for work

While other assessments ask candidates about their general personality, Illustrait focuses on the traits and preferences specifically associated with workplace behavior. This makes it more relevant to the work context and a better predictor of work behavior.

### A simple, brief candidate experience

Because Illustrait is an adaptive assessment, we can accurately and confidently measure each competency with a smaller number of questions, resulting in a shorter experience for your candidates. You can also choose to send your candidates valuable feedback about their strengths and how they can leverage them more effectively in their work life.

### Up-to-the minute, robust psychometrics

Illustrait employs the most recent research and scoring mechanisms to provide a valid and reliable picture of each candidate. Our adaptive engine identifies candidates who may be trying to distort their responses and automatically adjusts the questions asked to ensure a more accurate profile.

# What competencies does Illustrait measure?

The Criteria Competency Framework provides you with a transparent and defensible way to assess the competencies required for effective performance in the jobs you recruit for. Consisting of 38 competencies organized into 5 groups, the Framework covers requirements across the full range of 900+ jobs in the US Department of Labor's O*NET database.

## The Criteria Competency Groups

| | |
|---|---|
| **Leading Others** | Motivating and directing others, forming and guiding business strategy. |
| **Thinking & Deciding** | Making decisions, solving problems and thinking analytically. |
| **Working with Others** | Working with others and building relationships. |
| **Completing Tasks** | Completing core work tasks as an individual contributor. |
| **Managing Self** | Foundational self-management competencies that could apply in any role. |

## Leading Others

| | |
|---|---|
| **Directing and coordinating** | Directing and coordinating others. |
| **Developing and coaching** | Building others' knowledge, skills, and capabilities. |
| **Strategic mindset** | Engaging in strategic business thinking. |
| **Motivating and inspiring** | Motivating and inspiring others. |
| **Change management** | Managing change and supporting others through change. |

# Thinking and Deciding

| | |
|---|---|
| **Investigating, analyzing, and evaluating** | Critically evaluating and analyzing information or data. |
| **Solving and improving** | Making improvements and solving problems or issues. |
| **Safety and risk management** | Working safely and reducing risks in the workplace. |
| **Business acumen** | Understanding commercial and economic business matters. |
| **Creativity and innovation** | Developing new and original ideas and approaches. |
| **Decisive** | Making decisions quickly and confidently. |
| **Calculated-risk taker** | Viewing risks as opportunities and taking calculated risks. |
| **Managing complexity and ambiguity** | Working effectively in unfamiliar or ambiguous situations. |

## Working with Others

| | |
|---|---|
| Client and customer service | Serving and supporting customers with their needs or issues. |
| Effective communication | Communicating ideas and concepts to groups and individuals. |
| Cooperation and collaboration | Cooperating with others and working as part of a team. |
| Consulting and advising | Consulting and advising clients and stakeholders. |
| Networking and building relationships | Networking and building relationships with others. |
| Interpersonal acumen | Understanding others' motivations, emotions, and behaviors. |
| Selling | Selling products, services, or ideas to clients, customers, or stakeholders. |
| Managing conflict | Managing and settling disagreements and conflict. |
| Persuading and influencing | Persuading, influencing, and negotiating with others. |
| Inclusion and diversity | Working respectfully with people of diverse backgrounds and values. |

## Completing Tasks

| | |
|---|---|
| Delivering and persevering | Working diligently to complete assigned tasks successfully and on time. |
| Checking and monitoring | Checking and monitoring work for accuracy and quality. |
| Organizing and planning | Making plans, organizing, and structuring work. |
| Complying with requirements | Complying with rules, procedures, and expected work methods. |
| Writing and reporting | Producing written information and reports. |
| Technological and scientific proficiency | Applying technological and scientific capabilities. |
| Numerical and statistical proficiency | Working with numerical and statistical data. |
| Manual and mechanical proficiency | Completing mechanical, practical, and manual tasks. |
| Independence and initiative | Working effectively without direct supervision or guidance. |

## Managing Self

| | |
|---|---|
| Learning and self-development | Developing one's knowledge, skills, and capabilities. |
| Coping with pressure | Remaining calm and focused in high-pressured situations. |
| Ethical | Adhering to ethical values. |
| Resilience and self-confidence | Bouncing back after stressful events, remaining optimistic and self-confident. |
| Drive and ambition | Proactively setting and striving for challenging work and career goals. |
| Adapting | Adapting to changes and being flexible when changes occur. |

## Are there "right" or "wrong" answers?

When your candidates complete Illustrait, we analyze their responses to create a unique profile. There are no correct or incorrect answers, or "good" or "bad" scores: each person has a distinct mix of behaviors and preferences, and some of these can be more closely associated with success for particular outcomes. In other words, people with certain characteristics may be better suited to some jobs than others. When someone's preferences and behavior are well-suited to a role, they are more likely to enjoy their role and to perform well, because it comes to them more naturally.

## What is the candidate experience like?

### Flexible testing on any device

Illustrait is device-agnostic. This means candidates can take the test on any digital device they choose – a mobile phone, tablet, laptop or desktop – in any location and at any time.

## Example question

Candidates respond to each question by indicating the extent to which each statement accurately describes their behavior and how they see themselves in a typical work environment.

## Example

How much do you agree or disagree with the statement below:

I do my best at work

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## What reports will I receive?

By default, you'll receive a **Candidate Score Report** for Illustrait, which displays the candidate's scores across the selected competencies. This report is ideal for recruitment and prioritizing candidates.

- ✓ You'll also receive a **Candidate Summary Report**, which provides a high-level overview of a candidate's results on Illustrait, as well as any other Criteria assessments they've completed.
- ✓ In addition, you can choose to generate a **Work Styles Report** when setting up Illustrait. This report provides hiring managers with a profile of each candidate's work styles and behaviors using a broad, universally applicable model. It's ideal for onboarding, employee development and team building.
- ✓ If you want to provide candidates with feedback, you can also elect to send them a **Workplace Insights Report**.
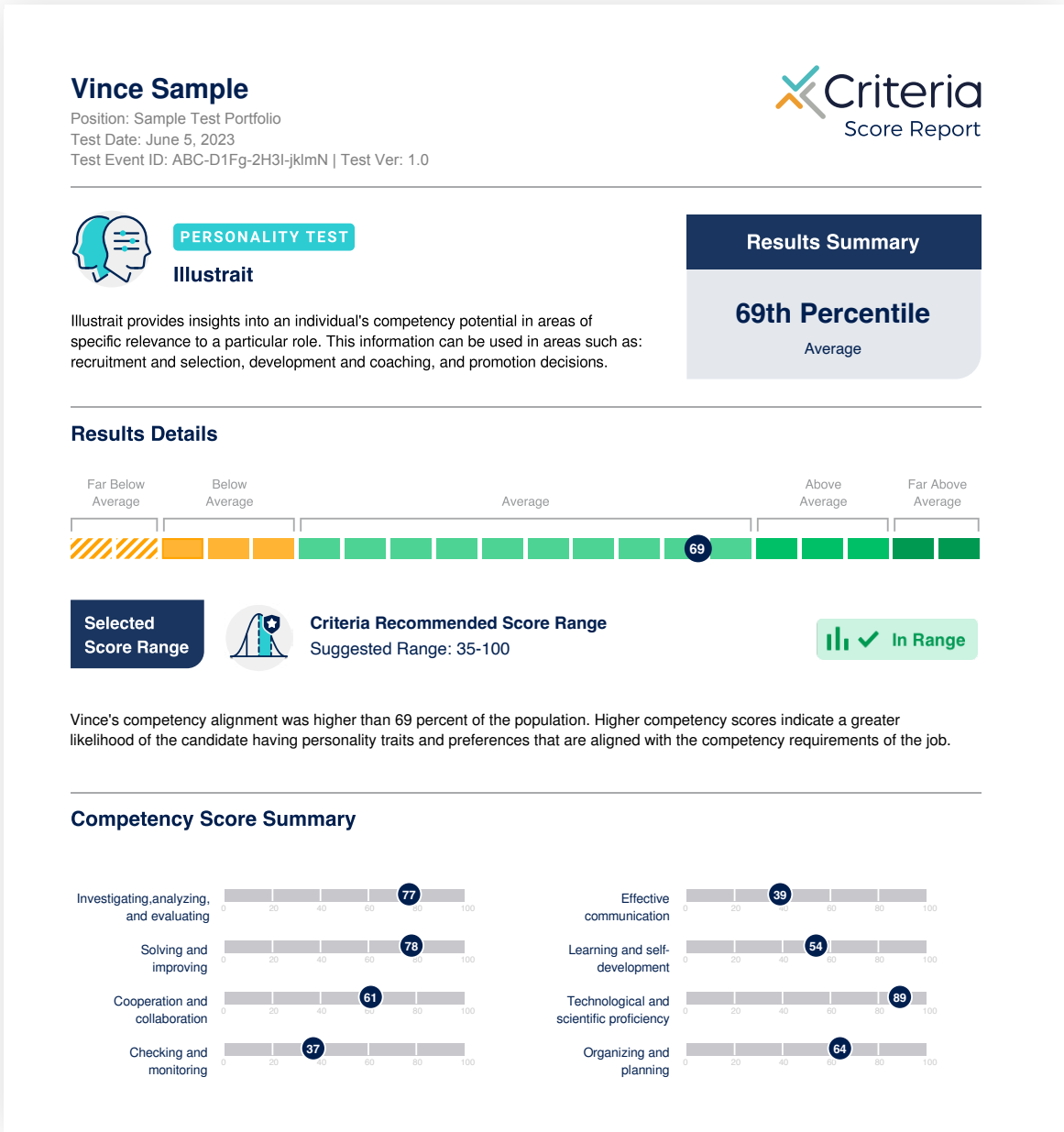
# Candidate summary report

This report includes a quick snapshot of a candidate's results for Illustrait and any other assessments they've completed. If you've enabled it, the talent signal - which displays a weighted average of a candidate's performance across individual tests - will also appear on the summary.
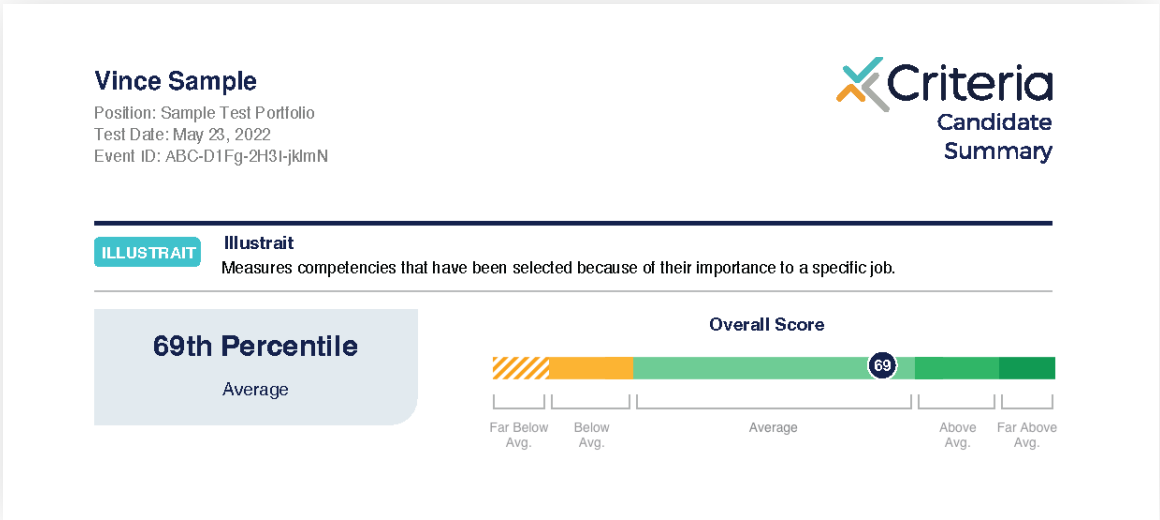
# Candidate score report

The score report gives you more detailed results for a single candidate. It includes:

- ✓ Candidate information (name, position, date completed)
- ✓ A **results summary,** which displays the overall level of alignment between the candidate's responses and the selected competencies, shown as a percentile and a scale ranging from far below average to far above average.
- ✓ A **competency score summary**, which provides a quick snapshot of the percentile rank for each of the selected competencies
- ✓ Candidate information (name, position, date completed)

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## Vince Sample

Position: Sample Test Portfolio
Test Date: June 5, 2023
Test Event ID: ABC-D1Fg-2H3I-jklmN | Test Ver: 1.0

**Criteria**
Score Report

**PERSONALITY TEST**

**Illustrait**

Illustrait provides insights into an individual's competency potential in areas of specific relevance to a particular role. This information can be used in areas such as: recruitment and selection, development and coaching, and promotion decisions.

| Results Summary |
| :-: |
| **69th Percentile** |
| Average |

### Results Details

| Far Below Average | Below Average | Average | Above Average | Far Above Average |
|---|---|---|---|---|

**69**

**Selected Score Range**

**Criteria Recommended Score Range**
Suggested Range: 35-100

✓ **In Range**

Vince's competency alignment was higher than 69 percent of the population. Higher competency scores indicate a greater likelihood of the candidate having personality traits and preferences that are aligned with the competency requirements of the job.

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### Competency Score Summary

| Competency | Score |
|---|---|
| Investigating, analyzing, and evaluating | 77 |
| Solving and improving | 78 |
| Cooperation and collaboration | 61 |
| Checking and monitoring | 37 |
| Effective communication | 39 |
| Learning and self-development | 54 |
| Technological and scientific proficiency | 89 |
| Organizing and planning | 64 |

✓ **Competency score details**, which provides a description of the likely behaviors the candidate will display at work in terms of the selected competencies.

### Effective communication

**39th Percentile**
Average

The Effective communication competency describes someone's capability to communicate effectively to audiences and with a wide variety of people.

**Vince's results suggest:**

- They may be reasonably good at adjusting their communication in anticipation of others' reactions.
- They may not be overly comfortable communicating complex ideas and may not be the most engaging speaker.

### Learning and self-development

**54th Percentile**
Average

This competency describes a person's likely capability and interest in learning or self-development opportunities. People who score highly should proactively seek and implement feedback, and identify and improve upon their weaknesses.

**Vince's results suggest:**

- They are somewhat likely to enjoy learning new things and may engage in ongoing self-development.
- They may sometimes seek feedback to help their learning and be moderately comfortable if that feedback is critical or negative.
- They are moderately likely to believe that successes are within their control, meaning they may feel reasonably confident that concerted effort will improve their abilities.

### Technological and scientific proficiency

**89th Percentile**
Above Average

The Technological and scientific proficiency competency describes a person's capacity to apply and learn new scientific and technical knowledge or skills.

**Vince's results suggest:**

- Their moderate interest in learning and self-development suggests they may sometimes seek chances to improve their technical or scientific knowledge.
- They should be quite effective at applying their scientific or technical skills or knowledge to help them complete their tasks.

### Organizing and planning

**64th Percentile**
Average

This competency describes a person's likely effectiveness at organizing or structuring their work and making long-term plans.

**Vince's results suggest:**

- They are reasonably likely to consider long-term objectives when making plans.
- They may generally work in an organized and structured way.

✓ **Interview questions**, which provide static competency-based interview questions for each competency, as well as tailored interview questions based on a candidate's results. They highlight areas you may choose to explore further if the candidate proceeds to an interview.

## Interview Questions

The following interview questions are based on the competencies selected for the role and the individual's results on those competencies. The questions reflect areas that you may choose to investigate further if the candidate progresses to an interview.

**Effective communication**

- Describe a time where you had to express an idea that you knew would be popular with some people but unpopular with others. How did you approach this? What was the outcome?
- Imagine you had to make a presentation in front of all of the employees at your organization. How would you be feeling? How would you prepare for this?
- Describe a time you were giving a presentation and noticed that the audience was distracted or not paying attention. What do you think was causing this? What did you do to try and re-engage the audience?

**Learning and self-development**

- Describe a time where you went out of your way to learn more about something that would be useful for your job. What did you learn? How did this impact your performance at work?
- Describe your approach to professional development. How do you ensure you are staying up to date with advancements and new developments in your field?

**Technological and scientific proficiency**

- Tell me about a time you have taken the initiative to use science or technology to enhance your work or work tasks. How did including science or technology improve your work or ability to complete the task?
- Describe a situation where your role has required you to use technology you are unfamiliar with. What approach did you take to become proficient?

**Organizing and planning**

- Talk about a time at work when you needed to plan ahead in order to complete a long-term work objective. How did you make your plan, taking into account resources or time?
- Please talk about a situation where you struggled to stay organized or follow your plan. What did you do to bring structure and order back to your work?

✓ A **validity and response style section**, which provides information on whether the candidate's response pattern deviated from an expected response pattern. It can be used to detect respondents who may have been careless, as well as those attempting to present themselves in an overly positive light.

**Validity & Response Style**

Illustrait contains an internal Scatter Score which is designed to detect response patterns which deviate from an expected response pattern. The Scatter Score can be used to detect respondents who may have been careless or inattentive, as well as those attempting to present themselves in an overly positive light.

| Scatter Score | TYPICAL |
|---|---|

The individual's Scatter Score indicates they responded in a manner that is similar to other people with a similar personality. They are unlikely to have responded carelessly or been attempting to present themselves in an overly positive light.

# Work Styles Report

In addition to the competency report, you may also choose to generate a Work Styles report for your candidates. This needs to be enabled during the job setup.

This report provides a universally applicable, broad, model-based perspective of workplace behaviors, which is useful when you want to obtain broader information about a candidate, rather than focusing on predicting specific outcomes. It can be useful when:

✓ Onboarding a new employee
✓ Creating a broad understanding of differences within the team
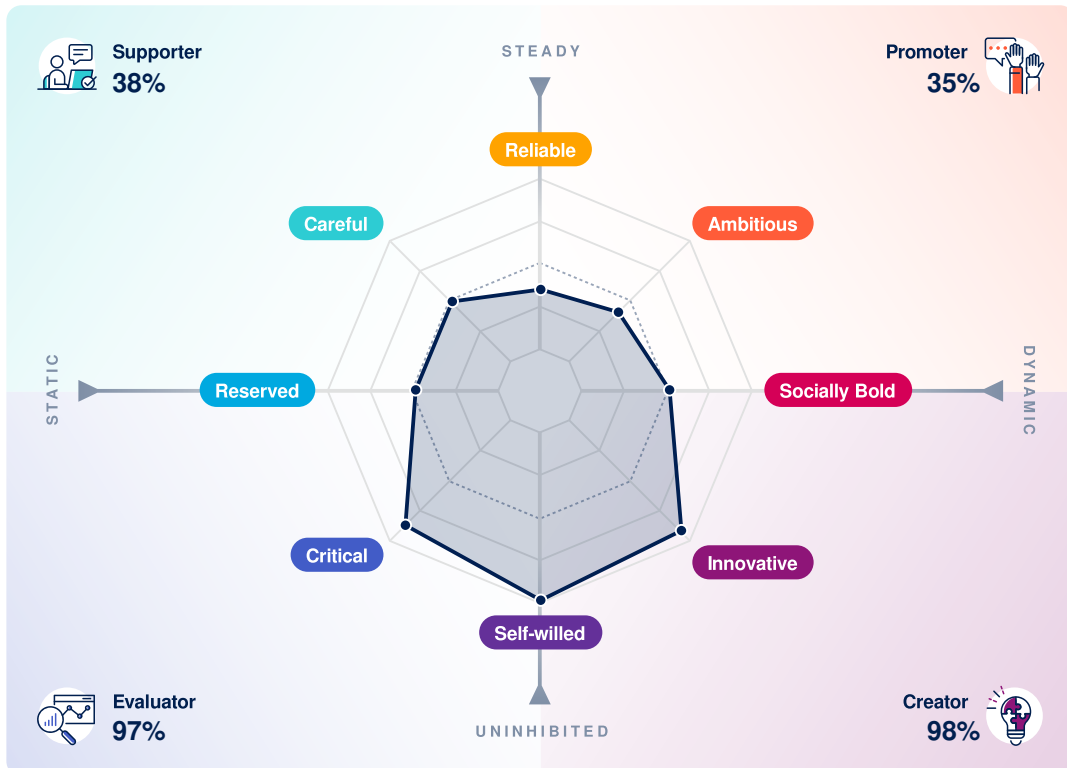✓ Conducting post-hire team workshops and facilitated activities.

It includes:

✓ An infographic displaying the candidate's traits in terms of eight broad styles and four work roles, compared to the general population



### Vince's results

Vince's scores on each of the four roles and eight traits are displayed in the graph below.

Each role is represented by a percentage figure at the four corners. The higher the percentage for each role, the stronger the individual's alignment with that role. Each of the traits is depicted by a point on the spider graph which reflects the individual's position on the trait.

Supporter 38%
Promoter 35%
Evaluator 97%
Creator 98%

STEADY
DYNAMIC
STATIC
UNINHIBITED

Reliable
Careful
Ambitious
Reserved
Socially Bold
Critical
Innovative
Self-willed

✓ A description of the candidate's results in terms of the four different work roles.

### Supporter — 38%

**People who adopt the Supporter role can be depended upon to carefully complete their tasks.**

Overall, Vince has a moderate tendency for adopting the role of Supporter. Vince is unlikely to be too concerned if they need to let others be the center of attention. They are likely to approach tasks in a moderately careful manner and may consider possible risks before doing something. Vince is likely to generally work towards their commitments or deadlines to support others.

Taken together, in terms of the Supporter role, Vince is moderately likely to support others to be the center of attention, is likely to adopt a moderately careful approach at work, and may generally be reliable.

### Promoter — 35%

**People who adopt the Promoter role strive to achieve their ambitious goals.**

Overall, Vince has a moderate tendency for adopting the role of promoter. Vince may be somewhat dependable and tends to persevere to finish difficult tasks. They are moderately driven to have high goals but may focus on those that align more strongly with their career aspirations. Vince is fairly confident meeting and building relationships with people whom they do not know well.

Taken together, in terms of the Promoter role, Vince should be moderately dedicated and committed, should be moderately driven, and be moderately socially confident.

### Evaluator — 97%

**People who adopt the Evaluator role will assist in evaluating plans and ideas to identify strengths and weaknesses.**

Overall, Vince has a very strong tendency for adopting the role of Evaluator. Vince is likely to be very comfortable questioning whether existing procedures are necessary for work quality or efficiency. They are comfortable critically reviewing work and ideas to find potential mistakes or weaknesses. Vince is reasonably comfortable being in the background, so should be moderately comfortable evaluating others' work without needing to be in the spotlight.

Taken together, in terms of the Evaluator role, Vince is very comfortable questioning procedures if necessary, is comfortable adopting a critical approach, and is likely to be moderately comfortable evaluating others' work from the background.

### Creator — 98%

**People who adopt the Creator role engage in out-of-the-box thinking to generate innovative ideas.**

Overall, Vince has a very strong tendency for adopting the role of Creator. Vince is moderately comfortable developing relationships with other people which may help to foster support for their ideas. They are likely to be very comfortable developing novel and creative ideas. Vince is likely to be comfortable stepping outside of existing processes if needed to enhance innovation.

Taken together, in terms of the Creator role, Vince is likely to be moderately socially confident when sharing their ideas, is likely to be creative, and is likely to be willing to disrupt the way things are done.

✓ A description of the candidate's likely behaviors and preferences in different work

### Work Areas

This section provides information about Vince's likely behaviors within the workplace based on their personality traits. Specifically, this section describes and relates Vince's behavioral tendencies to their work style, likely motivators, approach to working with others, and thinking styles.

#### Approach to Work

This section describes Vince's approach to work.

- They may be somewhat inclined to complete the tasks they agree to.
- Vince is likely to be comfortable questioning whether rules or instructions are the best way to do a task.
- They should be moderately comfortable working on tasks where they have to interact with new people.
- They are likely to approach their tasks with a moderate degree of caution.

#### Working with Others

Most people are required to work effectively with other people (to some extent) when they are at work. This section will detail Vince's likely behaviors or preferences when working with others.

- Vince is likely to be moderately comfortable interacting with people they do not know well.
- They are quite comfortable engaging in tasks in which they need to be critical of others' work.
- They may generally be relied upon to contribute toward the team's work by completing the tasks they agreed to do.
- Vince may be moderately comfortable drawing attention to themselves, even if they are working as part of a team.

✓ Onboarding considerations: factors to consider when onboarding the candidate as a new employee

### Onboarding Considerations

The following points outline practical suggestions you may wish to consider during the onboarding process for Vince.

- Vince may not always be concerned with having high goals so try establishing targets collaboratively and find opportunities where they may be able to step outside their comfort zone a little.

- They are likely to benefit from dedicated time to build relationships with their team members, so consider scheduling time during onboarding for socially-oriented meetings.

- When discussing their work, try showing them how their team contributes towards creative or innovative tasks and the ways in which Vince may form part of that role.

- Emphasizing how rules and procedures may help Vince to do good quality work should help them to be more comfortable and encourage them to see work processes as beneficial for their role.

- Vince's moderate preference with being the center of attention means that they are likely to be somewhat comfortable with being in the spotlight but may become uncomfortable if they are singled out for too long.

- To start with, where possible, try and let them take action in their own time, ensuring they have enough opportunities to consider new information with some degree of caution.
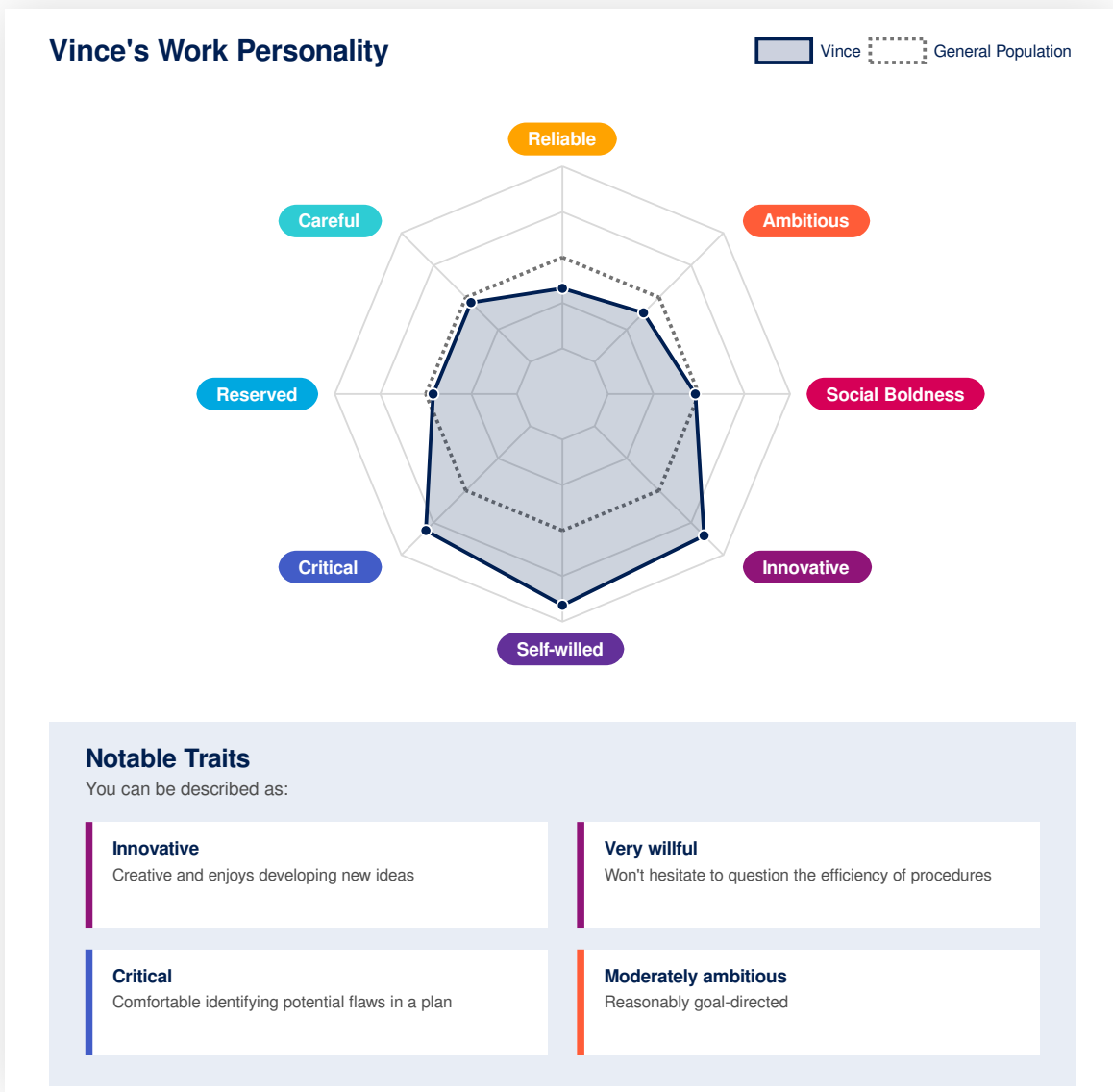
## Workplace Insights Report

This report provides candidates with immediate, direct feedback about their behavioral styles. If enabled (by an Admin in your Criteria account), the report will be sent as soon as candidates complete the assessment.

It doesn't share their specific scores, but instead provides useful descriptive information to help with their personal self-awareness and development.

It includes:

✓ The candidate's profile across eight traits compared to the general population, and up to four most notable traits



### Vince's Work Personality

Legend: Vince | General Population

Traits: Reliable, Ambitious, Social Boldness, Innovative, Self-willed, Critical, Reserved, Careful

**Notable Traits**

You can be described as:

**Innovative**
Creative and enjoys developing new ideas

**Very willful**
Won't hesitate to question the efficiency of procedures

**Critical**
Comfortable identifying potential flaws in a plan

**Moderately ambitious**
Reasonably goal-directed

✓ Information about the candidate's strengths and how they can leverage and develop them further in the workplace.

## Leveraging Strengths and Development Suggestions

### Motivation and Stressors

Being moderately ambitious, you may set somewhat high goals and expectations for yourself. This may help motivate you to strive towards attaining what you set out to do while also meaning you are unlikely to be too disappointed if you do not achieve some goals. However, it is important to stretch yourself, and you may find that you gain greater effectiveness or productivity by creating even more ambitious goals. You might find it useful to start by making some goals that are a little higher than usual in areas that are especially important to you.

Your innovative nature suggests that you are likely to actively seek out chances to develop new, original ideas. This should help you come up with ideas that no one else has thought of. While innovation can be exciting and useful, generating new ideas can also be time-consuming or less efficient if those tasks don't require creativity to complete. Before spending time thinking up new, creative ideas, consider whether the approach is necessary for the task at hand or better spent on other tasks.

### Work Style

You are likely to find a balance between completing tasks and knowing when it may be necessary to leave some tasks unfinished. When deciding on the tasks to leave incomplete, consider checking in with your colleagues or manager to ensure they are not relying on you to complete those tasks.

You are likely to be very comfortable questioning instructions and policies when you feel it could help you do better work. This tendency may assist you in situations where strictly following instructions and policies without question can lead to unintended consequences. However, some rules need to be followed even if they may be inconvenient or do not seem important, with deviations possibly leading to disastrous outcomes. Focus on understanding how the rules are important to help you be more comfortable following them.

### Thinking Style

You may vary the degree of caution you approach work tasks with, perhaps depending on the importance or complexity of the situation. To help you be most efficient, ensure that you are thinking about what the situation requires. Doing so should help you determine whether a thorough consideration of all the available information is needed or whether a less time-intensive approach is sufficient.

You are likely to be comfortable identifying an idea's potential flaws, which should mean that there is less risk of you accepting an untenable or unrealistic plan. However, your strong critical nature may result in you placing too much weight on the flaws of an idea and overlook the potential strengths. As such, you may risk rejecting a potentially good idea. It may be helpful to ensure you deliberately consider the potential strengths before providing feedback that may be overly focused on the possible limitations.

### Interaction Style

You are likely to be comfortable finding a balance between drawing attention to yourself at work and letting others be the center of attention. This should help you make the most of chances to distinguish yourself from others, though you may not always do so. In situations when you think it could be especially useful to be recognized by others, try to make sure you gain the attention you deserve.

You are likely to be moderately socially confident, suggesting that you are generally comfortable meeting and having conversations with new people, which should help you be reasonably effective during networking or social activities. However, you may sometimes find you need a bit more time to warm up to people you are meeting for the first time. In these situations, take the time you need and try not to force relationships that may take a while to develop.

# Psychometric properties

## Normative sample

The normative sample for Illustrait comprises 121,988 individuals spread over the 54 traits that form the basis of the 38 competencies, ranging from 2514 to 9581 per trait.

The average age of the normative sample was 33.60 (SD = 11.43). 53.07% were female, 45.61% male, 0.36% indicated other, and 1% indicated they would prefer not to disclose their gender.

People in the normative sample came from 171 different countries, with the majority coming from the United States of America (59.96%), India (8.17%), Philippines (7.29%), Australia (2.82%), and Canada (2.73%). Of the candidates from the United States, 42.78% where white, 27.96% indicated they were Black or African American, 14.46% indicated they were Hispanic or Latino, 5.40% indicated they were Asian, and the remainder was spread between Native Hawaiian or other Pacific Islander, Native North American or Alaskan, none of the above, or two or more of the above.

Candidates came from a variety of industries, including Customer service and Support (14.26%), Information Technology (10.03%), Call Centre (7.28%), Sales (7.20%), and Accounting and Finance (6.98%).

## Reliability

Reliability refers to how accurate an assessment is at measuring what it is supposed to measure. As Illustrait is scored using Item Response Theory, the most appropriate type of reliability is what is called empirical reliability.

The average empirical reliability for the Illustrait traits is .84 ranging from .71 to .92

## Construct validity

The construct validity of the Illustrait traits has been evaluated through correlations observed between Illustrait trait scores and those of other, similar constructs. For instance Negative Affect in Illustrait has been found to correlate with Negative Job Affective Wellbeing (JAWS; r = .51) while Positive Affect in Illustrait has been found to correlate with Positive JAWS (r = .45).

Construct validity was also evaluated through the Illustrait traits' relationship with the Big Five. To do this, we plotted Illustrait traits on the Big Five circumplex, which shows where each Illustrait trait lies in the space of the Big Five. Importantly, in this approach, traits can be representative of one of the Big Five traits, or a combination of Big Five traits. Some representative examples are presented in the table on the following page.

## Table 1

*Correlation Between Illustrait Traits and Latent Representations of the Big Five Lexical Traits*

| Illustrait Trait | Agreeableness | Conscientiousness | Emotional Stability | Extraversion | Openness | Location |
|---|---|---|---|---|---|---|
| **Sympathetic**[b] | .75*** | 0.03 | -0.1 | 0.09 | .12* | +A/+A |
| **Collaborative**[b] | .41*** | 0.02 | .13* | .35*** | -0.05 | +A/+E |
| **Ordered**[b] | 0.05 | .63*** | -0.03 | 0.07 | 0.03 | +C/+C |
| **Ambitious**[c] | 0.04 | .42*** | 0.09 | .34*** | .23*** | +C/+E |
| **Procrastination refrainment**[c] | .11* | .49*** | .32*** | .14* | -0.03 | +C/+ES |
| **Analytical**[a] | -0.1 | .43*** | 0.1 | -0.01 | .21*** | +C/+O |
| **Socially bold**[c] | .19*** | 0.11 | .22***s | .70*** | .12* | +E/+ES |
| **Emotional control**[c] | 0.06 | .29*** | .72*** | 0.05 | 0.05 | +ES/+C |
| **Innovative**[c] | 0.01 | 0.02 | 0.09 | .22*** | .69*** | +O/+E |
| **Reserved**[c] | 0.04 | 0.11 | 0.08 | -.62*** | -0.07 | -E/-E |
| **Negative affect**[b] | 0.06 | -0.09 | -.69*** | -.23*** | -.18** | -ES/-E |

*Note.* [a]n= 313, [b]n = 309 , [c]n = 309
*p < .05, **p < .01, ***p < .001

## Criterion-related validity

Criterion-related validity refers to the extent to which test scores relate to a relevant outcome such as job performance.

Illustrait has been shown to have good criterion-related validity. Composite predictors formed from Illustrait traits have been found to correlate with self-rated task performance (r = .40), positive voluntary workplace behaviors (organizational citizenship behaviors; r = .39), and also negative workplace behaviors such as theft or abuse (counterproductive work behaviors; r = -.42)