

(degree to which people take action) predicts performance and career success, even controlling for the Big Five traits.¹⁵ Another trait, termed core self-evaluations (a reflection of individuals' self-confidence and self-worth), has also been linked to job performance. The Core Self-Evaluations Scale is shown in Exhibit 9.3. Research indicates that core self-evaluations are predictive of job performance, and the Core Self-Evaluations Scale appears to have validity equivalent to that of conscientiousness. A further advantage of this measure is that it is nonproprietary (free).¹⁶

Fourth, personality is not intended to be a stand-alone selection tool. In nearly all cases, it is part of a selection battery consisting of other substantive selection measures. No reasonable person would recommend that applicants be hired solely based on scores on a personality test. But by the same token, personality measures do appear to add to the validity of other selection measures.¹⁷

Recent studies suggest that personality validities may be nonlinear. One study found that in two samples, the validities of conscientiousness and emotional stabil-

EXHIBIT 9.3 The Core Self-Evaluations Scale

Instructions: Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by placing the appropriate number on the line preceding that item.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1. ☐ I am confident I get the success I deserve in life.
2. ☐ Sometimes I feel depressed. (r)
3. ☐ When I try, I generally succeed.
4. ☐ Sometimes when I fail, I feel worthless. (r)
5. ☐ I complete tasks successfully.
6. ☐ Sometimes I do not feel in control of my work. (r)
7. ☐ Overall, I am satisfied with myself.
8. ☐ I am filled with doubts about my competence. (r)
9. ☐ I determine what will happen in my life.
10. ☐ I do not feel in control of my success in my career. (r)
11. ☐ I am capable of coping with most of my problems.
12. ☐ There are times when things look pretty bleak and hopeless to me. (r)

Note: r = reverse-scored (for these items, 5 is scored 1, 4 is scored 2, 2 is scored 4, and 1 is scored 5).

Source: T. A. Judge, A. Erez, J. E. Bono, and C. J. Thoresen, "The Core Self-Evaluations Scale: Development of a Measure," *Personnel Psychology*, 2003, 56, pp. 303-331.