

Knowing Oneself

Admits mistakes, manages stress and pressure, is open to feedback from others, and reflects on self-improvement efforts while at the same time is self-accepting.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|
| Assertive: The tendency to put forward personal wants and needs Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency. | 4.9 | | | | | | |
| Certain: The tendency to feel confident in one's opinions Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency. | 6.8 | | | | | | |
| Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency. | 4.5 | | | | | | |
| Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency. | 9.7 | | | | | | |
| Psychology: The interest in human mental functions including mannerisms, actions, attitudes, and abilities Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency. | 10.0 | | | | | | |
| Relaxed: The tendency to feel at ease or calm while working Narrative: Andrew is probably only moderately relaxed while working and may at times be a little tense. This will probably be sufficient for this behavioral competency. | 5.2 | | | | | | |
| Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency. | 9.9 | | | | | | |

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←


| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---|----------------|-------------|--------|-------------|----------|--------|-----------|
| Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency. | 0.3 | | | | | | |







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Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

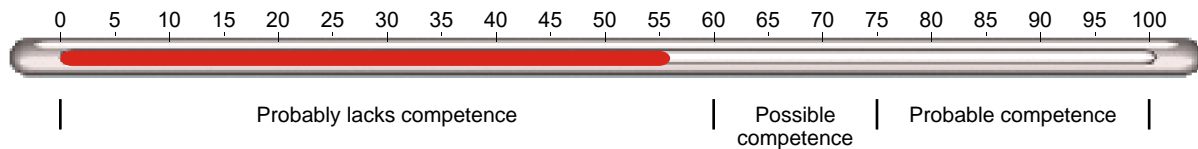
Negative Impact 

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|-------------|----------|--------|---|
| <p>Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |
| <p>Self-critical: The tendency to seek self-improvement without sufficiently being self-accepting Narrative: Andrew probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |
| <p>Blunt: The tendency to be frank or direct without being sufficiently tactful or diplomatic Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |
| <p>Harsh: The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |
| <p>Insensitive: The tendency to be assertive with one's own needs without being sufficiently warm and empathetic Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |
| <p>Pay Minus Motivation: The tendency to have a desire for money that is greater than the personal drive necessary to earn it Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |

Relationship Leadership

Influences, inspires and guides others to develop their collaboration skills and teamwork; manages interpersonal conflict in order to increase productivity, trust, and group synergy.

Overall Percentage of Suitability Fit = 56%



This report identifies the specific factors related to this Relationship Leadership behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 56 on Relationship Leadership which indicates Andrew probably has a large gap between his behavior and the requirements for this competency which is likely to have some negative impact on job performance.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| Influencing: The tendency to try to persuade others Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably have a slightly positive impact on this behavioral competency. | 8.1 | | | | | | | | | | | |
| Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a somewhat negative impact on this behavioral competency. | 3.8 | | | | | | | | | | | |
| Authoritative Collaboration: The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process Narrative: Andrew has a reasonable degree of tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process. This will probably be sufficient for this behavioral competency. | 6.7 | | | | | | | | | | | |

Relationship Leadership

Influences, inspires and guides others to develop their collaboration skills and teamwork; manages interpersonal conflict in order to increase productivity, trust, and group synergy.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <p>Collaborative: The tendency to collaborate with others when making decisions Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.</p> | 4.7 | | | | | | | | | | | |
| <p>Effective Enforcing: The tendency to skillfully correct others when they are violating rules or performing poorly Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. This will probably have a somewhat negative impact on this behavioral competency.</p> | 5.0 | | | | | | | | | | | |
| <p>Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: Andrew only moderately enjoys enlisting the co-operation of others. This will probably have a somewhat negative impact on this behavioral competency.</p> | 5.0 | | | | | | | | | | | |
| <p>Wants To Lead: The desire to be in a position to direct or guide others Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably have a somewhat positive impact on this behavioral competency.</p> | 9.2 | | | | | | | | | | | |

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|
| <p>Diplomatic: The tendency to state things in a tactful manner Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.</p> | 8.6 | | | | | | |
| <p>Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.</p> | 7.1 | | | | | | |
| <p>Handles Conflict: The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.</p> | 8.7 | | | | | | |









Relationship Leadership

Influences, inspires and guides others to develop their collaboration skills and teamwork; manages interpersonal conflict in order to increase productivity, trust, and group synergy.

Desirable traits (in order of importance)

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Negative Impact 

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---|----------------|-------------|--------|-------------|----------|--------|---|
| <p>Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.</p> | 8.6 | | | | | |  |
| <p>Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary This will probably be sufficient for this behavioral competency.</p> | 4.7 | | | | | |  |
| <p>Experimenting: The tendency to try new things and new ways of doing things Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency.</p> | 6.4 | | | | | |  |
| <p>Negotiating: The tendency to bargain in order to reach a beneficial agreement Narrative: Andrew's interpersonal preferences and tendencies probably enable him to have moderate negotiating skills. This will probably be sufficient for this behavioral competency.</p> | 6.5 | | | | | |  |
| <p>Provides Direction: The tendency to provide others with clear direction or guidance Narrative: Andrew has a very strong tendency to provide others with clear direction or guidance. This will probably be sufficient for this behavioral competency.</p> | 9.0 | | | | | |  |
| <p>Assertive: The tendency to put forward personal wants and needs Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.</p> | 4.9 | | | | | |  |
| <p>Organized: The tendency to place and maintain order in an environment or situation Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others. This will probably be sufficient for this behavioral competency.</p> | 3.9 | | | | | |  |
| <p>Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.</p> | 9.7 | | | | | |  |

Relationship Leadership

Influences, inspires and guides others to develop their collaboration skills and teamwork; manages interpersonal conflict in order to increase productivity, trust, and group synergy.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|
| Psychology: The interest in human mental functions including mannerisms, actions, attitudes, and abilities Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency. | 10.0 | | | | | | |
| Research / learning: The enjoyment of gathering and comprehending new information Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a slightly negative impact on this behavioral competency. | 3.4 | | | | | | |
| Teaching: The enjoyment of instructing, training, or educating others Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency. | 5.8 | | | | | | |
| Risking: The tendency to feel comfortable with business ventures that involve uncertainty Narrative: Andrew is very willing to take business risks. This will probably be sufficient for this behavioral competency. | 9.2 | | | | | | |
| Tolerance Of Bluntness: The level of comfort related to receiving abrupt or frank communications from others Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency. | 7.8 | | | | | | |

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---|----------------|-------------|--------|-------------|----------|--------|-----------|
| Blunt: The tendency to be frank or direct without being sufficiently tactful or diplomatic Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency. | 0.0 | | | | | | |
| Authoritarian: The tendency to make decisions independently without sufficiently collaborating with others Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. This will probably have a slightly negative impact on this behavioral competency. | 3.9 | | | | | | |








Relationship Leadership

Influences, inspires and guides others to develop their collaboration skills and teamwork; manages interpersonal conflict in order to increase productivity, trust, and group synergy.

Traits to avoid (in order of importance)

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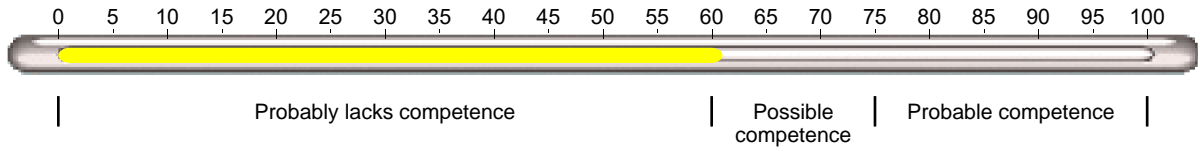
Negative Impact 

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|-------------|----------|--------|---|
| Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency. | 0.3 | | | | | |  |
| Dominating: The tendency to be assertive of one's needs without sufficiently being helpful to others Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency. | 0.0 | | | | | |  |
| Harsh: The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency. | 0.0 | | | | | |  |
| Insensitive: The tendency to be assertive with one's own needs without being sufficiently warm and empathetic Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency. | 0.0 | | | | | |  |
| Permissive: The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. This will probably have a somewhat negative impact on this behavioral competency. | 6.8 | | | | | |  |
| Rebellious Autonomy: The tendency to seek freedom from authority without taking sufficient and appropriate initiative Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency. | 0.9 | | | | | |  |
| Skeptical: The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency. | 0.0 | | | | | |  |

Self-Motivation and Self-Management

Strives to achieve excellence; takes action to benefit from opportunities; has a positive mindset to pursue challenging goals; is adaptive to change while staying focused on the intended results.

Overall Percentage of Suitability Fit = 61%



This report identifies the specific factors related to this Self-Motivation and Self-Management behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 61 on Self-Motivation and Self-Management which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

Andrew's Score: Very strong, Strong, Substantial, Moderate, Slight, no impact, Slight, Moderate, Substantial, Strong, Very strong

| Essential Trait | Andrew's Score | Impact |
|---|----------------|------------------------------|
| <p>Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a negative impact on this behavioral competency.</p> | 3.8 | Negative Impact (Red ball) |
| <p>Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a somewhat positive impact on this behavioral competency.</p> | 8.2 | Positive Impact (Green ball) |
| <p>Optimistic: The tendency to believe the future will be positive Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a positive impact on this behavioral competency.</p> | 9.5 | Positive Impact (Green ball) |

Self-Motivation and Self-Management

Strives to achieve excellence; takes action to benefit from opportunities; has a positive mindset to pursue challenging goals; is adaptive to change while staying focused on the intended results.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|
| Organized: The tendency to place and maintain order in an environment or situation Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others. This will probably be sufficient for this behavioral competency. | 3.9 | | | | | | |
| Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably be sufficient for this behavioral competency. | 4.7 | | | | | | |
| Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably be sufficient for this behavioral competency. | 4.1 | | | | | | |

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←


| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---|----------------|-------------|--------|-------------|----------|--------|-----------|
| Rebellious Autonomy: The tendency to seek freedom from authority without taking sufficient and appropriate initiative Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency. | 0.9 | | | | | | |
| Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. This will probably have a somewhat negative impact on this behavioral competency. | 5.4 | | | | | | |
| Self-sacrificing: The tendency to respond to others' needs without sufficiently expressing one's own needs Narrative: Andrew probably has a tendency give up his own needs while trying to help others. As a result of giving up his own needs, Andrew may not be able to assert the needs of the company for which he is responsible. This will probably have a somewhat negative impact on this behavioral competency. | 5.0 | | | | | | |


Self-Motivation and Self-Management

Strives to achieve excellence; takes action to benefit from opportunities; has a positive mindset to pursue challenging goals; is adaptive to change while staying focused on the intended results.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

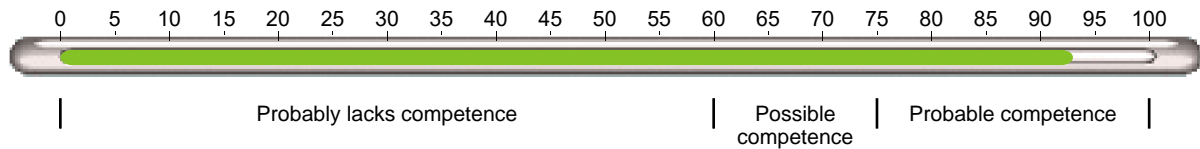
Negative Impact 

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|---|----------|--------|-----------|
| <p>Blindly Optimistic: The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. This will probably have a somewhat negative impact on this behavioral competency.</p> | 5.7 | | |  | | | |

Social Awareness and Service Orientation

Relates to others with empathy and caring; is able to achieve win-win outcomes through a balance of assertiveness and helpfulness; enjoys contributing to the good of the whole; anticipates customer needs; takes actions in service of the success of the organization.

Overall Percentage of Suitability Fit = 93%



This report identifies the specific factors related to this Social Awareness and Service Orientation behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 93 on Social Awareness and Service Orientation which indicates Andrew probably exhibits the excellent behavior that is related to this competency.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <p>Helpful: The tendency to respond to others' needs and assist or support others to achieve their goals Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably have an extremely positive impact on this behavioral competency.</p> | 9.9 | | | | | | | | | | | |
| <p>Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: Andrew frequently expresses warmth and empathy. This will probably have an extremely positive impact on this behavioral competency.</p> | 9.9 | | | | | | | | | | | |
| <p>Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a very positive impact on this behavioral competency.</p> | 8.7 | | | | | | | | | | | |









Social Awareness and Service Orientation

Relates to others with empathy and caring; is able to achieve win-win outcomes through a balance of assertiveness and helpfulness; enjoys contributing to the good of the whole; anticipates customer needs; takes actions in service of the success of the organization.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact 

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---|----------------|-------------|--------|-------------|----------|--------|---|
| Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency. | 7.5 | | | | | |  |
| Diplomatic: The tendency to state things in a tactful manner Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency. | 8.6 | | | | | |  |
| Open / reflective: The tendency to reflect on many different viewpoints Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency. | 8.2 | | | | | |  |
| Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency. | 8.6 | | | | | |  |
| Wants To Lead: The desire to be in a position to direct or guide others Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably be sufficient for this behavioral competency. | 9.2 | | | | | |  |
| Experimenting: The tendency to try new things and new ways of doing things Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency. | 6.4 | | | | | |  |
| Flexible: The tendency to easily adapt to change Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency. | 7.7 | | | | | |  |
| Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency. | 7.1 | | | | | |  |

Social Awareness and Service Orientation

Relates to others with empathy and caring; is able to achieve win-win outcomes through a balance of assertiveness and helpfulness; enjoys contributing to the good of the whole; anticipates customer needs; takes actions in service of the success of the organization.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|
| <p>Handles Conflict: The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.</p> | 8.7 | | | | | | |
| <p>Judgment (strategic): The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. This will probably have a somewhat negative impact on this behavioral competency.</p> | 2.1 | | | | | | |
| <p>Teaching: The enjoyment of instructing, training, or educating others Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.</p> | 5.8 | | | | | | |
| <p>Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.</p> | 7.0 | | | | | | |
| <p>Assertive: The tendency to put forward personal wants and needs Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.</p> | 4.9 | | | | | | |

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←


| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---|----------------|-------------|--------|-------------|----------|--------|-----------|
| <p>Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | | |
| <p>Dominating: The tendency to be assertive of one's needs without sufficiently being helpful to others Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | | |





Social Awareness and Service Orientation

Relates to others with empathy and caring; is able to achieve win-win outcomes through a balance of assertiveness and helpfulness; enjoys contributing to the good of the whole; anticipates customer needs; takes actions in service of the success of the organization.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact 

| | Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---|----------------|-------------|--------|-------------|----------|--------|---|
| <p>Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.</p> | 0.3 | | | | | |  |
| <p>Insensitive: The tendency to be assertive with one's own needs without being sufficiently warm and empathetic Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |
| <p>Rigidly Organized: The tendency to be organized without sufficiently adapting to change Narrative: Andrew probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |
| <p>Harsh: The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.</p> | 0.0 | | | | | |  |