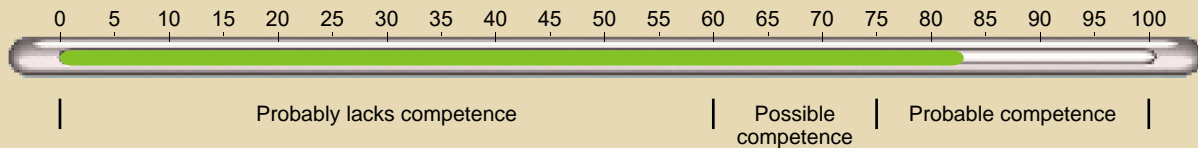


Interpersonal Skills

The tendency to have a balance of traits that relate to effective interaction with others

Overall Percentage of Suitability Fit = 83%



This report identifies the specific factors related to this Interpersonal Skills 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 83 on Interpersonal Skills which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for 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.

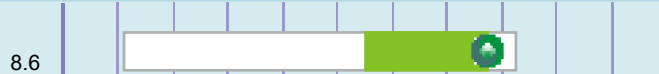
Negative Impact ← → Positive Impact

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

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 have a somewhat positive impact on this behavioural competency.



Helpful:

The tendency to respond to others' needs and assist or support others to achieve their goals

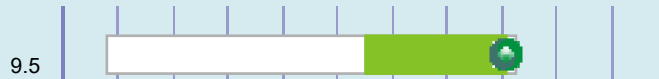
Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably have a positive impact on this behavioural competency.



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 behavioural competency.



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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

Outgoing:

The tendency to be socially extroverted and the enjoyment of meeting new people

9.2

Narrative: Andrew enjoys meeting new people and is probably very outgoing. This will probably have a somewhat positive impact on this behavioural competency.

Assertive:

The tendency to put forward personal wants and needs

4.9

Narrative: Andrew moderately puts forward his own needs. This will probably have a slightly positive impact on this behavioural competency.

Influencing:

The tendency to try to persuade others

8.1

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 skilful in expressing his ideas to staff, co-workers, and/or clients. This will probably have a somewhat positive impact on this behavioural competency.

Self-acceptance:

The tendency to like oneself ("I'm O.K. the way I am")

7.0

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 behavioural competency.

Self-improvement:

The tendency to attempt to develop or better oneself

6.6

Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioural competency.

Frank:

The tendency to be straightforward, direct, to the point, and forthright

7.1

Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably have a somewhat positive impact on this behavioural competency.

Warmth / empathy:

The tendency to express positive feelings and affinity towards others

9.9

Narrative: Andrew frequently expresses warmth and empathy. This will probably have a somewhat positive impact on this behavioural competency.

Tolerance Of Bluntness:

The level of comfort related to receiving abrupt or frank communications from others

7.8

Narrative: Andrew is quite tolerant of people who are blunt. This will probably have a slightly positive impact on this behavioural competency.

Interpersonal Skills

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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.

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 behavioural competency.

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 be sufficient for this behavioural competency.

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 behavioural competency.

Manages Stress Well:

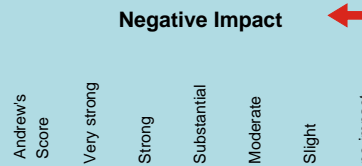
The tendency to deal effectively with strain and difficulty when it occurs

Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioural competency.

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 behavioural competency.



Traits to avoid (in order of importance)

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

Blunt:

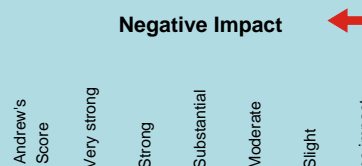
The tendency to be frank or direct without being sufficiently tactful or diplomatic

Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioural competency.

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 behavioural competency.



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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

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 behavioural competency.

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 behavioural competency.

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 behavioural competency.

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 negative impact on this behavioural competency.

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 minimise 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 NOT hinder this behavioural competency.

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

