

Collaboration and Team Overview

shows how an individual scores against each of the five Collaboration and Team Competencies, but does NOT show the breakdown of an individual's traits related to each competency.

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong									
Collaborative Intention: <i>The aim is to establish mutual benefits and long-term relationships by taking an interest in other points of view, welcoming feedback and responding non-defensively without shaming or blaming others.</i>	6.8																				
Openness: <i>The tendency to inspire open communication by speaking with self-awareness and honesty as well as encouraging others to do the same. This also includes being a good listener and striving to create an environment where individuals feel safe enough to raise difficult issues.</i>	6.8																				
Self-Accountability: <i>The tendency to take responsibility to understand one's choices and then make conscious choices. This includes being accountable for the results of one's own actions or inactions rather than blaming others.</i>	5.5																				
Self-Awareness and Awareness of Others: <i>The ability to be self-reflective, the commitment to knowing oneself deeply, and the desire to understand the concerns, intentions, and motivations of others including the culture and context of their circumstances.</i>	7.5																				
Negotiating and Problem-Solving: <i>The tendency to skillfully resolve conflicts in a manner that promotes a cooperative atmosphere and positive relationships. This includes finding solutions that as much as possible meet the interests of all the participants.</i>	5.9																				

REPORT FOR
Andrew Jones

DATE OF COMPLETION
09/15/2013

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
AssessDevelopEvolve.com

Collaborative Intention

The aim is to establish mutual benefits and long-term relationships by taking an interest in other points of view, welcoming feedback and responding non-defensively without shaming or blaming others.

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

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Collaborative: <i>The tendency to collaborate with others when making decisions</i> 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>Comfort With Conflict: <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Andrew is only moderately comfortable with conflict. This will probably have a slightly negative impact on this behavioral competency.</p>	5.4											
<p>Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a slightly negative impact on this behavioral competency.</p>	5.0											
<p>Handles Conflict: <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably have a somewhat positive impact on this behavioral competency.</p>	8.7											

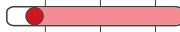
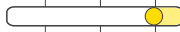
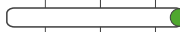
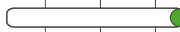
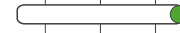
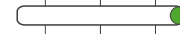
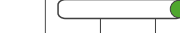
Behavioral Competency Analysis

Report for Andrew Jones
Compared to: Collaborative Intention #RC02

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably have a positive impact on this behavioral competency.		9.9											
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> 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 have a somewhat positive impact on this behavioral competency.		8.2											
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably have a positive impact on this behavioral competency.		9.9											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact					
Diplomatic: <i>The tendency to state things in a tactful manner</i> 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											
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.		7.7											
Influencing: <i>The tendency to try to persuade others</i> 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 be sufficient for this behavioral competency.		8.1											






Behavioral Competency Analysis

Report for Andrew Jones
Compared to: Collaborative Intention #RC02

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight no impact
<p>Judgment (strategic): <i>The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy</i></p> <p>Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. This will probably have a negative impact on this behavioral competency.</p>	2.1					
<p>Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i></p> <p>Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.</p>	4.5					
<p>Mutual Help: <i>The tendency to pursue solutions that are beneficial to all parties concerned</i></p> <p>Narrative: Andrew has a reasonable degree of tendency to pursue solutions that are beneficial to all parties concerned. This will probably be sufficient for this behavioral competency.</p>	7.4					
<p>Negotiating: <i>The tendency to bargain in order to reach a beneficial agreement</i></p> <p>Narrative: Andrew's interpersonal preferences and tendencies indicate he probably has only a moderate level of negotiating skills. This will probably be sufficient for this behavioral competency.</p>	6.3					
<p>Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i></p> <p>Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.</p>	7.8					
<p>Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i></p> <p>Narrative: Andrew has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably be sufficient for this behavioral competency.</p>	7.5					
<p>Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i></p> <p>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 be sufficient for this behavioral competency.</p>	8.2					

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: Collaborative Intention #RC02

Desirable traits <i>(in order of importance)</i>		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Innovative: <i>The tendency to create new and more effective ways of doing things</i> Narrative: Andrew has a tendency to create new and more effective ways of doing things. This will probably be sufficient for this behavioral competency.	7.9								
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably be sufficient for this behavioral competency.	9.4								
Traits to avoid <i>(in order of importance)</i>		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0								
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0								
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> 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								

Behavioral Competency Analysis

Report for Andrew Jones
Compared to: Collaborative Intention #RC02

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Forceful Enforcing: <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i></p> <p>Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i></p> <p>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: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Rebellious Autonomy: <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i></p> <p>Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.</p>	0.9						
<p>Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i></p> <p>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 slightly negative impact on this behavioral competency.</p>	5.7						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>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 slightly negative impact on this behavioral competency.</p>	6.8						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
09/15/2013

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
AssessDevelopEvolve.com

Openness

The tendency to inspire open communication by speaking with self-awareness and honesty as well as encouraging others to do the same. This also includes being a good listener and striving to create an environment where individuals feel safe enough to raise difficult issues.

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

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong									
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> 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 have a somewhat positive impact on this behavioral competency.	8.2																				
Comfort With Conflict: <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Andrew is only moderately comfortable with conflict. This will probably have a slightly negative impact on this behavioral competency.	5.4																				
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably have a slightly positive impact on this behavioral competency.	7.1																				
Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Andrew's interpersonal preferences and tendencies he is probably quite skillful when interacting with others. This will probably have a positive impact on this behavioral competency.	8.3																				
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Andrew enjoys meeting new people and is probably very outgoing. This will probably have a positive impact on this behavioral competency.	9.2																				

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight no impact
Diplomatic: <i>The tendency to state things in a tactful manner</i> 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					
Forthright Diplomacy: <i>The tendency to be forthright and respectful at the same time</i> Narrative: Andrew has a tendency to be forthright and respectful at the same time. This will probably be sufficient for this behavioral competency.	7.8					
Judgment (strategic): <i>The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy</i> Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. This will probably have a negative impact on this behavioral competency.	2.1					
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.	4.5					
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency.	10.0					
Receives Correction: <i>The tendency to accept guidance intended to improve performance</i> Narrative: Andrew's preferences indicate he is likely to be receptive to corrective feedback. This will probably be sufficient for this behavioral competency.	8.0					
Relaxed: <i>The tendency to feel at ease or calm while working</i> 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					
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	7.8					

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> 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 be sufficient for this behavioral competency.	8.2						
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> 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						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> 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						

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: Openness #RC03

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.	1.5						
Forceful Enforcing: <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i> Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> 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						
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> 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						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
09/15/2013

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
AssessDevelopEvolve.com

Self-Accountability

The tendency to take responsibility to understand one's choices and then make conscious choices. This includes being accountable for the results of one's own actions or inactions rather than blaming others.

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

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong									
<p>Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a somewhat positive impact on this behavioral competency.</p>	8.6																				
<p>Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i></p> <p>Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a slightly negative impact on this behavioral competency.</p>	5.0																				
<p>Receives Correction: <i>The tendency to accept guidance intended to improve performance</i></p> <p>Narrative: Andrew's preferences indicate he is likely to be receptive to corrective feedback. This will probably have a somewhat positive impact on this behavioral competency.</p>	8.0																				
<p>Self-improvement: <i>The tendency to attempt to develop or better oneself</i></p> <p>Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.</p>	6.6																				


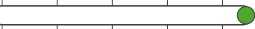


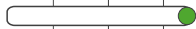
Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i></p> <p>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 somewhat positive impact on this behavioral competency.</p>		8.7											
<p>Open / reflective: <i>The tendency to reflect on many different viewpoints</i></p> <p>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 have a somewhat positive impact on this behavioral competency.</p>		8.2											
<p>Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i></p> <p>Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.</p>		4.5											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact					
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>		7.5											
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>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 slightly negative impact on this behavioral competency.</p>		3.8											

Behavioral Competency Analysis

Report for Andrew Jones
Compared to: Self-Accountability #RC04

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight no impact
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> 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 be sufficient for this behavioral competency.	8.2					
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	7.7					
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> 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					
Handles Conflict: <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.	8.7					
Influencing: <i>The tendency to try to persuade others</i> 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 be sufficient for this behavioral competency.	8.1					
Judgment (strategic): <i>The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy</i> Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. This will probably have a negative impact on this behavioral competency.	2.1					
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.	8.6					

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
Relaxed: <i>The tendency to feel at ease or calm while working</i> 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						
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a somewhat negative impact on this behavioral competency.	3.4						
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	7.8						
Authoritative Collaboration: <i>The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process</i> 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						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably be sufficient for this behavioral competency.	3.9						
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> 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						

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably be sufficient for this behavioral competency.	9.4							
Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3							
Defers Decisions: <i>The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions</i> Narrative: Andrew probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.	0.0							
Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> 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.	0.0							
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> 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 NOT hinder this behavioral competency.	3.9							

Behavioral Competency Analysis

Report for Andrew Jones
Compared to: Self-Accountability #RC04

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i></p> <p>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 slightly negative impact on this behavioral competency.</p>	5.4						
<p>Rebellious Autonomy: <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i></p> <p>Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.</p>	0.9						
<p>Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i></p> <p>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 slightly negative impact on this behavioral competency.</p>	5.7						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>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.</p>	6.8						
<p>Self-critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i></p> <p>Narrative: Andrew probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.</p>	0.0						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
09/15/2013

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
AssessDevelopEvolve.com

Self-Awareness and Awareness of Others

The ability to be self-reflective, the commitment to knowing oneself deeply, and the desire to understand the concerns, intentions, and motivations of others including the culture and context of their circumstances.

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

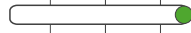
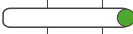
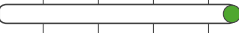
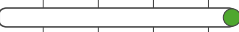
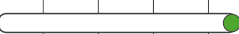
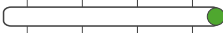
Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i></p> <p>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 have a slightly positive impact on this behavioral competency.</p>	7.0											
<p>Self-improvement: <i>The tendency to attempt to develop or better oneself</i></p> <p>Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.</p>	6.6											
<p>Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i></p> <p>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											
<p>Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i></p> <p>Narrative: Andrew is extremely interested in psychology. This will probably have a very positive impact on this behavioral competency.</p>	10.0											
<p>Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i></p> <p>Narrative: Andrew frequently expresses warmth and empathy. This will probably have a very positive impact on this behavioral competency.</p>	9.9											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.		6.6											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
Comfort With Conflict: <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Andrew is only moderately comfortable with conflict. This will probably be sufficient for this behavioral competency.		5.4											
Judgment (strategic): <i>The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy</i> Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. This will probably have a negative impact on this behavioral competency.		2.1											
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.		4.5											
Realistic Optimism: <i>The tendency to analyze the potential pitfalls of a plan or strategy while remaining positive about achieving the potential benefits</i> Narrative: Andrew has a reasonable degree of tendency to analyze the potential pitfalls of a plan or strategy while remaining positive about achieving the potential benefits. This will probably be sufficient for this behavioral competency.		6.7											
Receives Correction: <i>The tendency to accept guidance intended to improve performance</i> Narrative: Andrew's preferences indicate he is likely to be receptive to corrective feedback. This will probably be sufficient for this behavioral competency.		8.0											
Relaxed: <i>The tendency to feel at ease or calm while working</i> 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											

Behavioral Competency Analysis

Report for Andrew Jones

Compared to: Self-Awareness and Awareness of Others #RC05

Desirable traits <i>(in order of importance)</i>		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	7.8								
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9								
Traits to avoid <i>(in order of importance)</i>		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3								
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0								
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0								
Self-critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i> Narrative: Andrew probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.	0.0								

Behavioral Competency Analysis

Report for Andrew Jones

Compared to: Self-Awareness and Awareness of Others #RC05

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i></p> <p>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: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i></p> <p>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 slightly negative impact on this behavioral competency.</p>	5.7						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>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 slightly negative impact on this behavioral competency.</p>	6.8						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
09/15/2013

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
AssessDevelopEvolve.com

Negotiating and Problem-Solving

The tendency to skillfully resolve conflicts in a manner that promotes a cooperative atmosphere and positive relationships. This includes finding solutions that as much as possible meet the interests of all the participants.

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

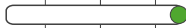
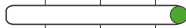
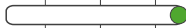

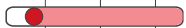
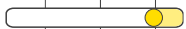

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>	7.5											
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> 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.</p>	3.8											
<p>Comfort With Conflict: <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Andrew is only moderately comfortable with conflict. This will probably have a slightly negative impact on this behavioral competency.</p>	5.4											
<p>Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a slightly negative impact on this behavioral competency.</p>	5.0											

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong		
<p>Handles Conflict: <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i></p> <p>Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably have a slightly positive impact on this behavioral competency.</p>	8.7													
<p>Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i></p> <p>Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably have a somewhat positive impact on this behavioral competency.</p>	9.9													
<p>Negotiating: <i>The tendency to bargain in order to reach a beneficial agreement</i></p> <p>Narrative: Andrew's interpersonal preferences and tendencies indicate he probably has only a moderate level of negotiating skills. This will probably be sufficient for this behavioral competency.</p>	6.3													
<p>Open / reflective: <i>The tendency to reflect on many different viewpoints</i></p> <p>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 have a slightly positive impact on this behavioral competency.</p>	8.2													
<p>Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i></p> <p>Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably have a slightly negative impact on this behavioral competency.</p>	4.7													
<p>Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i></p> <p>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 slightly positive impact on this behavioral competency.</p>	8.7													
<p>Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i></p> <p>Narrative: Andrew frequently expresses warmth and empathy. This will probably have a somewhat positive impact on this behavioral competency.</p>	9.9													

Behavioral Competency Analysis

Report for Andrew Jones

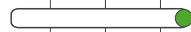
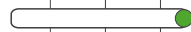
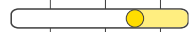
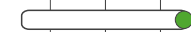
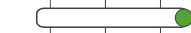
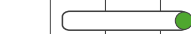

Compared to: Negotiating and Problem-Solving #RC06

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight no impact
Diplomatic: <i>The tendency to state things in a tactful manner</i> 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					
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> 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 be sufficient for this behavioral competency.	8.2					
Experimenting: <i>The tendency to try new things and new ways of doing things</i> 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					
Influencing: <i>The tendency to try to persuade others</i> 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 be sufficient for this behavioral competency.	8.1					
Judgment (strategic): <i>The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy</i> Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. This will probably have a negative impact on this behavioral competency.	2.1					
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.	4.5					
Mindful Courage: <i>The tendency to analyze the potential pitfalls of the plan or strategy while at the same time being willing to take risks</i> Narrative: Andrew has a reasonable degree of tendency to analyze the potential pitfalls of the plan or strategy while at the same time being willing to take risks. This will probably be sufficient for this behavioral competency.	6.5					

Behavioral Competency Analysis

Report for Andrew Jones

Compared to: Negotiating and Problem-Solving #RC06

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight no impact
Mutual Help: <i>The tendency to pursue solutions that are beneficial to all parties concerned</i> Narrative: Andrew has a reasonable degree of tendency to pursue solutions that are beneficial to all parties concerned. This will probably be sufficient for this behavioral competency.	7.4					
Relaxed: <i>The tendency to feel at ease or calm while working</i> 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					
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably have a slightly negative impact on this behavioral competency.	4.1					
Inventive: <i>The tendency to experiment with different ways of accomplishing something while at the same time maintaining focus on the desired objective or result</i> Narrative: Andrew has a tendency to experiment with different ways of accomplishing something while at the same time maintaining focus on the desired objective or result. This will probably be sufficient for this behavioral competency.	7.5					
Innovative: <i>The tendency to create new and more effective ways of doing things</i> Narrative: Andrew has a tendency to create new and more effective ways of doing things. This will probably be sufficient for this behavioral competency.	7.9					
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9					
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably be sufficient for this behavioral competency.	9.4					

Behavioral Competency Analysis

Report for Andrew Jones

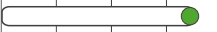
Compared to: Negotiating and Problem-Solving #RC06

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i></p> <p>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: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i></p> <p>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.</p>	3.9						
<p>Forceful Enforcing: <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i></p> <p>Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i></p> <p>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						
<p>Defers Decisions: <i>The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions</i></p> <p>Narrative: Andrew probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.</p>	0.0						

Behavioral Competency Analysis

Report for Andrew Jones

Compared to: Negotiating and Problem-Solving #RC06

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i></p> <p>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 slightly negative impact on this behavioral competency.</p>	5.4			