



## BEHAVIORAL IMPACT GRAPH

Jones, Andrew Date Entered: 02/28/03

For Progress-U Ltd.

Compared to: Interpersonal Skills

### ASSESSMENTS

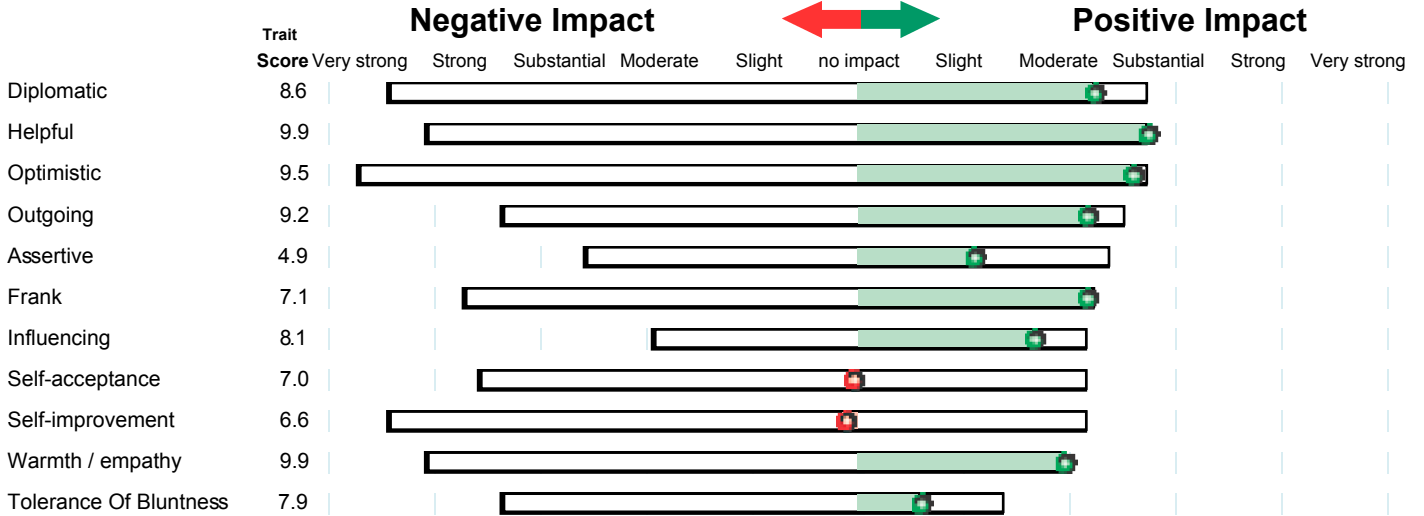
The Behavioral Impact Graph compares Andrew to the behavioral competency of Interpersonal Skills. It indicates the likelihood that Andrew will demonstrate this behavioral competency given the results of his/her behavioral assessment. The traits required for this behavioral competency are listed in three categories: Essential Traits, Desirable Traits and Traits to Avoid. The Essential Traits can have either a positive or negative impact on performance. The Desirable Traits can only have a negative impact. They require only a moderate score and thus will only have a negative impact if the trait is significantly weak. The score adjacent to the trait names indicates Andrew's score on that trait. The boxes to the right of each trait indicates the POTENTIAL impact of that trait on performance. The colored area within the box indicates the ACTUAL impact that Andrew's behavior will probably have related to that trait.



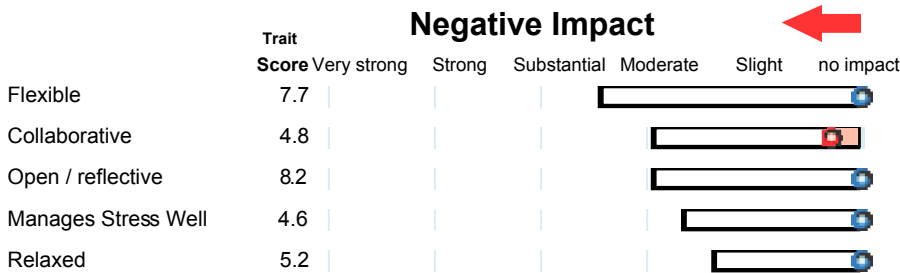
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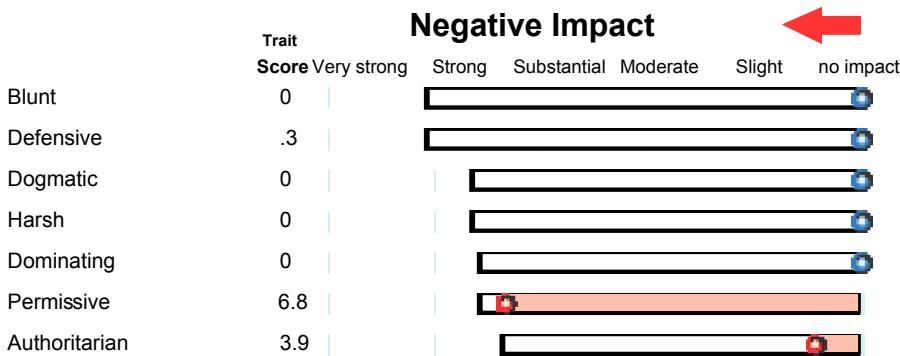
## Essential traits for this behavioral competency (in order of importance)



## Desirable traits for this behavioral competency (in order of importance)



## Traits to avoid for this behavioral competency (in order of importance)





## BEHAVIORAL NARRATIVE

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The behavioral assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96%. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### **ESSENTIAL TRAITS FOR THIS BEHAVIORAL COMPETENCY (in order of importance)**

**Diplomatic** - The tendency to state things in a tactful manner

Andrew has a score of 8.6 on Diplomatic.

Andrew is very capable of being tactful and tends to state things in a very diplomatic manner.

Andrew's diplomacy will probably have a somewhat positive impact on job satisfaction and/or performance.

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

Andrew has a score of 9.9 on Helpful.

Andrew tends to be extremely helpful and conscious of others' needs.

Andrew's helpfulness will probably have a positive impact on job satisfaction and/or performance.

**Optimistic** - The tendency to believe the future will be positive

Andrew has a score of 9.5 on Optimistic.

Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. His/Her positive attitude will also support the sales process.

Andrew's positive attitude will probably have a positive impact on job satisfaction and/or performance.



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

Andrew has a score of 9.2 on Outgoing.

Andrew enjoys meeting new people and is probably very outgoing.

Andrew's enjoyment of new people will probably have a somewhat positive impact on job satisfaction and/or performance.

**Assertive** - The tendency to put forward personal wants and needs

Andrew has a score of 4.9 on Assertive.

Andrew moderately puts forward his/her own needs.

Andrew's degree of assertiveness will probably have a slightly positive impact on job satisfaction and/or performance.

**Frank** - The tendency to be straightforward, direct, to the point and forthright

Andrew has a score of 7.1 on Frank.

Andrew is reasonably capable of being frank and usually tends to state things in a direct manner.

Andrew's frankness will probably have a somewhat positive impact on job satisfaction and/or performance.

**Influencing** - The tendency to try to persuade others

Andrew has a score of 8.1 on Influencing.

Andrew very often engages in persuading and influencing others. Assuming he/she has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his/her ideas to staff, co-workers and/or clients.

Andrew's tendency to influence others will probably have a somewhat positive impact on job satisfaction and/or performance.



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

Andrew has a score of 7.0 on Self-acceptance.

Andrew is reasonably self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients.

Andrew's degree of self-acceptance will probably have a slightly negative impact on job satisfaction and/or performance.

**Self-improvement** - The tendency to attempt to develop or better oneself

Andrew has a score of 6.6 on Self-improvement.

Andrew has an intention to improve himself/herself.

Andrew's degree of interest in self-improvement will probably have a slightly negative impact on job satisfaction and/or performance.

**Warmth / empathy** - The tendency to express positive feelings and affinity toward others

Andrew has a score of 9.9 on Warmth / empathy.

Andrew frequently expresses warmth and empathy.

Andrew's warmth and empathy will probably have a somewhat positive impact on job satisfaction and/or performance.

**Tolerance Of Bluntness** - The level of comfort related to receiving abrupt or frank communications from others

Andrew has a score of 7.9 on Tolerance Of Bluntness.

Andrew is tolerant of people who are blunt.

Andrew's tolerance of bluntness will probably have a slightly positive impact on job satisfaction and/or performance.

**DESIRABLE TRAITS FOR THIS BEHAVIORAL COMPETENCY (in order of importance)**



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#### **Flexible** - The tendency to easily adapt to change

Andrew has a score of 7.7 on Flexible.

Andrew tends to be adaptive and comfortable with change.

Andrew's degree of flexibility is sufficient.

#### **Collaborative** - The tendency to collaborate with others when making decisions

Andrew has a score of 4.8 on Collaborative.

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.

Andrew's degree of discomfort with collaboration will probably have a slightly negative impact on job satisfaction and/or performance.

#### **Open / reflective** - The tendency to reflect on many different viewpoints

Andrew has a score of 8.2 on Open / reflective.

Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming.

Andrew's degree of enjoyment of reflecting on different ideas and opinions is sufficient.

#### **Manages Stress Well** - The tendency to deal effectively with strain and difficulty when it occurs

Andrew has a score of 4.6 on Manages Stress Well.

Andrew is moderately able to manage stress.

Andrew's level of ability to manage stress is sufficient.

#### **Relaxed** - The tendency to feel at ease or calm while working

Andrew has a score of 5.2 on Relaxed.

Andrew is probably only moderately relaxed while working and may at times be a little tense.

Andrew's degree of tension is sufficient.



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**TRAITS THAT COULD HINDER SUCCESS FOR THIS BEHAVIORAL COMPETENCY (in order of importance)**

**Blunt** - The tendency to be frank or direct while lacking in diplomacy or tact

Andrew has a score of 0 on Blunt.

Andrew probably does not have a significant degree of being blunt.

Andrew's lack of being blunt will support job satisfaction and will not hinder performance.

**Defensive** - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")

Andrew has a score of .3 on Defensive.

Andrew probably does not have a significant degree of defensiveness.

Andrew's lack of defensiveness will support job satisfaction and will not hinder performance.

**Dogmatic** - The tendency to be certain of one's own opinions while at the same time not open to different ideas

Andrew has a score of 0 on Dogmatic.

Andrew probably does not have a significant degree of being dogmatic.

Andrew's lack of being dogmatic will support job satisfaction and will not hinder performance.

**Harsh** - The tendency to be overly strict or punitive when enforcing rules and procedures

Andrew has a score of 0 on Harsh.

Andrew probably does not have a significant tendency to be harsh or overly strict.

Andrew's lack of harshness will support job satisfaction and will not hinder performance.



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**Dominating** - The tendency to be assertive with one's own needs while failing to respond to other people's needs

Andrew has a score of 0 on Dominating.

Andrew probably does not have a significant degree of being dominating.

Andrew's lack of being dominating will support job satisfaction and will not hinder performance.

**Permissive** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior

Andrew has a score of 6.8 on Permissive.

Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his/her subordinates follow the rules or perform to their potential.

Andrew's tendency to be permissive will probably have a negative impact on job satisfaction and/or performance.

**Authoritarian** - The tendency to make decisions without collaborating with others

Andrew has a score of 3.9 on Authoritarian.

Andrew probably has a moderate tendency to control decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his/her decisions as a result of insufficiently collaborating with others.

Andrew's tendency to control decisions without sufficiently collaborating will probably have a slightly negative impact on job satisfaction and/or performance.

**OTHER TRAITS THAT MAY RELATE TO THIS BEHAVIORAL COMPETENCY**

Andrew is only moderately motivated by an opportunity to earn higher pay.

Andrew has some desire for recognition.