



BEHAVIORAL IMPACT GRAPH

Jones, Andrew Date Entered: 02/28/03

For Progress-U Ltd.

Compared to: Negotiating

ASSESSMENTS

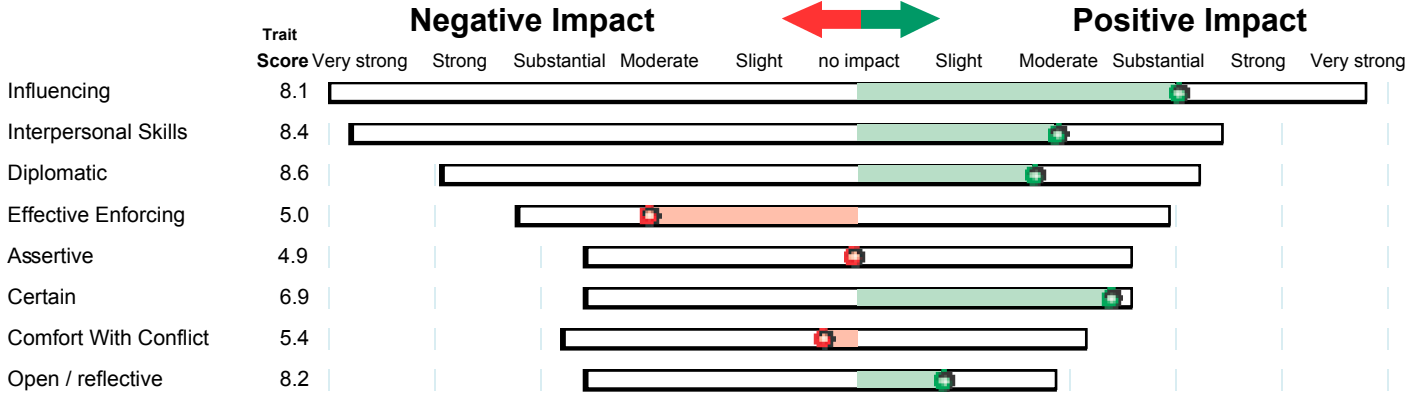
The Behavioral Impact Graph compares Andrew to the behavioral competency of Negotiating. It indicates the likelihood that Andrew will demonstrate this behavioral competency given the results of his/her behavioral assessment. The traits required for this behavioral competency are listed in three categories: 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.



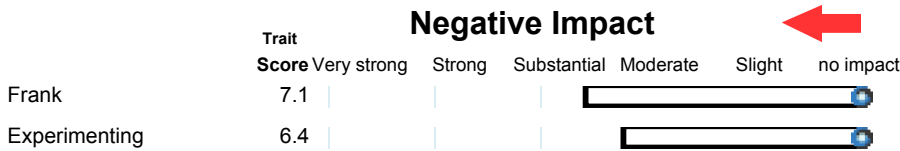
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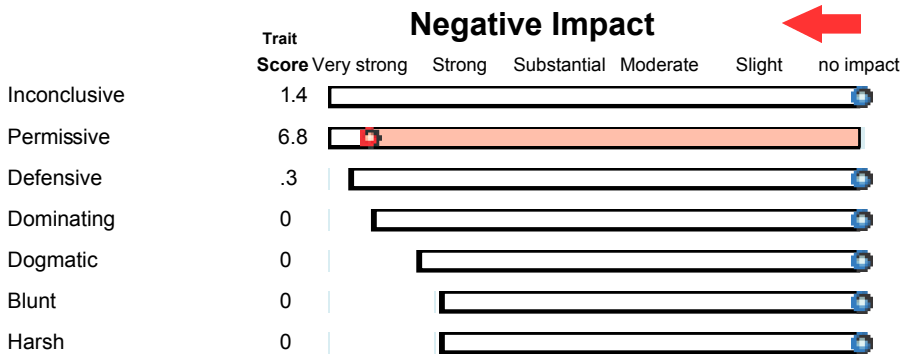
Essential traits for this behavioral competency (in order of importance)



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)

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 positive impact on job satisfaction and/or performance.

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

Andrew has a score of 8.4 on Interpersonal Skills.

Given Andrew's interpersonal preferences and tendencies he/she is probably skillful when interacting with others.

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

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.



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Effective Enforcing - The tendency to skillfully correct others when they are violating rules or performing poorly

Andrew has a score of 5.0 on Effective Enforcing.

Given Andrew's interpersonal preferences and tendencies indicate he/she is only moderately likely to skillfully enforce rules.

Andrew's probable lack of skill when enforcing rules may have a somewhat negative 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 negative impact on job satisfaction and/or performance.

Certain - The tendency to feel confident in one's opinions

Andrew has a score of 6.9 on Certain.

Andrew is reasonably certain of his/her opinions.

Andrew's certainty about his/her opinions will probably have a somewhat positive impact on job satisfaction and/or performance.

Comfort With Conflict - The tendency to be comfortable with confrontation or strife

Andrew has a score of 5.4 on Comfort With Conflict.

Andrew is only moderately comfortable with conflict.

Andrew's lack of comfort with conflict will probably have a slightly negative impact on job satisfaction and/or performance.



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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 will probably have a slightly positive impact on job satisfaction and/or performance.

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

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 degree of frankness is sufficient.

Experimenting - The tendency to try new things and new ways of doing things

Andrew has a score of 6.4 on Experimenting.

Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things.

Andrew's degree of enjoyment of experimentation is sufficient.

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



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Inconclusive - The tendency to lack certainty in ones opinions while at the same time being very open to the ideas of others

Andrew has a score of 1.4 on Inconclusive.

Andrew probably does not have a significant degree of being inconclusive when making decisions.

Andrew's lack of being inconclusive 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 an extremely negative impact on job satisfaction and/or 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.

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.



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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.

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.

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.

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.