

Emerging Leader Overview

shows how an individual scores against Energizing People, Communicating, Problem Solving, Persevering and Resilience, and Learning Agility.

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

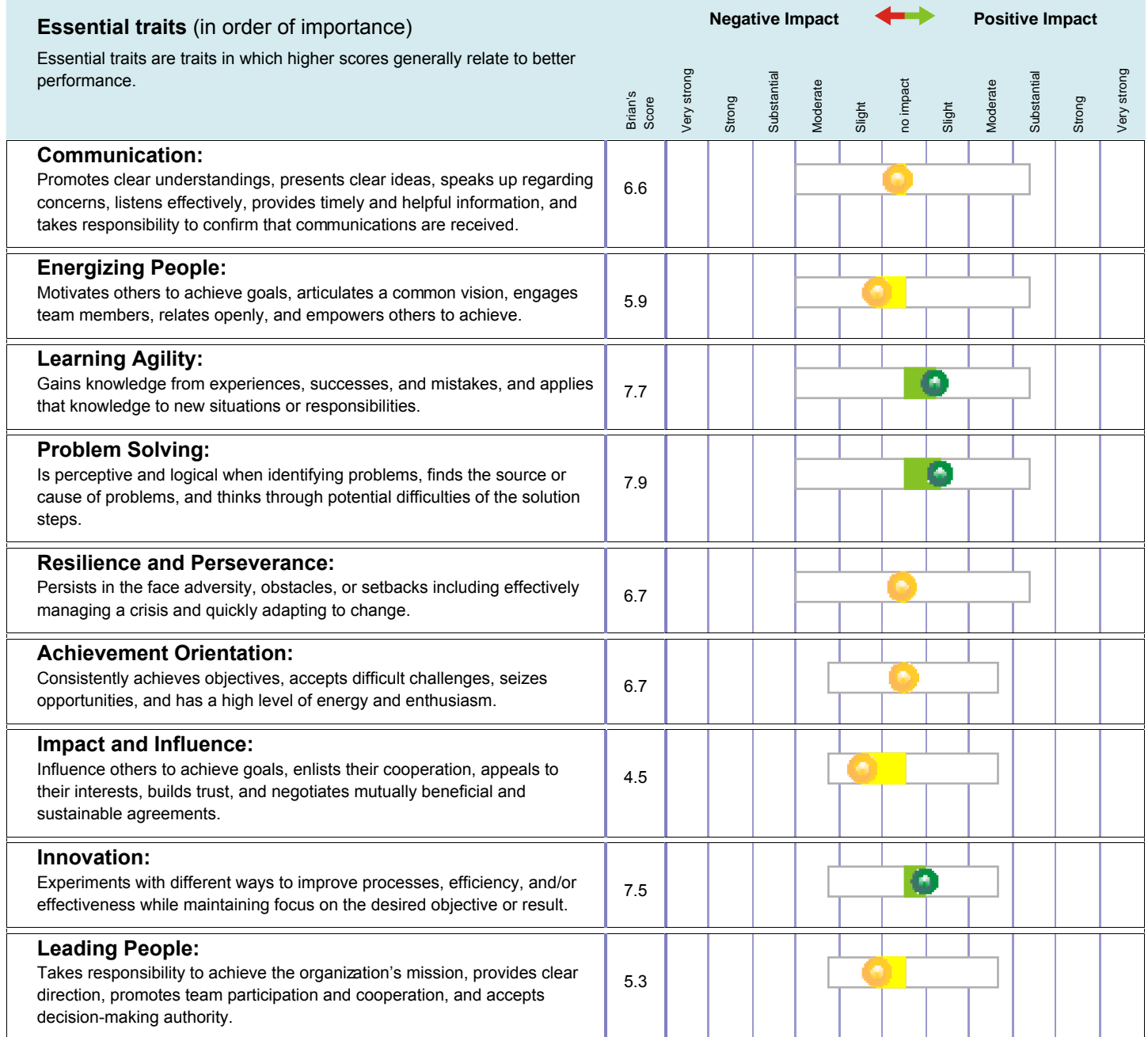
The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria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

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood 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.




Emerging Leader Overview


shows how an individual scores against Energizing People, Communicating, Problem Solving, Persevering and Resilience, and Learning Agility.

Essential traits (in order of importance)

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

Negative Impact 

 Positive Impact

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Strategic Thinking: Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.	6.6											

Communication

Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.

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

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).







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Essential traits (in order of importance)

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Negative Impact   Positive Impact

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9											
Forthright Diplomacy: The tendency to be forthright and respectful at the same time Narrative: Brian has a moderate tendency to be forthright and respectful at the same time. This will probably have a slightly negative impact on this behavioral competency.	6.3											
Healthy Self-Esteem: The tendency to accept oneself while at the same time trying to improve oneself Narrative: Brian has a tendency to accept oneself while at the same time trying to improve oneself. This will probably have a slightly positive impact on this behavioral competency.	8.2											
Helpful: The tendency to respond to others' needs and assist or support others to achieve their goals Narrative: Brian tends to be very helpful and conscious of others' needs. This will probably have a slightly positive impact on this behavioral competency.	8.6											
Influencing: The tendency to try to persuade others Narrative: Brian probably has only a moderate tendency to persuade or influence others. Although Brian may not shy away from trying to influence staff, co-workers and clients, he/she probably prefers not to have to do it extensively. This will probably have a slightly negative impact on this behavioral competency.	4.8											
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably have a slightly negative impact on this behavioral competency.	6.3											

Communication

Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.

Essential traits (in order of importance)

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	Brian's Score	Negative Impact							Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong		
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Brian very often tends to take initiative. This initiative will help him/her 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.	9.0													
Tolerance Of Bluntness: The level of comfort related to receiving abrupt or frank communications from others Narrative: Brian is fairly tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	6.6													
Truth Exploring: The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions Narrative: Brian has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a slightly positive impact on this behavioral competency.	8.1													

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.


	Brian's Score	Negative Impact						
		Very strong	Strong	Substantial	Moderate	Slight	no impact	
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.	7.9							
Diplomatic: The tendency to state things in a tactful manner Narrative: Brian is fairly capable of being tactful and usually tends to state things in a diplomatic manner. This will probably be sufficient for this behavioral competency.	6.7							
Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: Brian tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.9							
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	8.9							










Communication

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Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people Narrative: Brian enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.	8.5						
Relaxed: The tendency to feel at ease or calm while working Narrative: Brian may experience a significant amount of tension at work. This will probably have a somewhat negative impact on this behavioral competency.	3.4						
Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: Brian is very self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	9.4						
Self-improvement: The tendency to attempt to develop or better oneself Narrative: Brian has an intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	7.1						
Team: The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so) Narrative: Brian greatly enjoys working in a team. This will probably be sufficient for this behavioral competency.	9.8						
Tempo: The enjoyment of work that needs to be done quickly Narrative: Brian likes to work fairly quickly.	7.3						
Tolerance Of Evasiveness: The level of comfort related to dealing with people who are indirect or lacking in frankness Narrative: Brian may sometimes have a low tolerance of people who are evasive. This will probably have a slightly negative impact on this behavioral competency.	4.1						
Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: Brian only moderately expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	4.7						
Writing / language: The interest in work that involves formulating words to convey meaning (i.e., journalism or translator) Narrative: Brian is moderately interested in writing or language. This will probably be sufficient for this behavioral competency.	6.0						

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Negative Impact ←

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Assertive: The tendency to put forward personal wants and needs Narrative: Brian may at times hesitate to put forward his/her own needs. This will probably have a slightly negative impact on this behavioral competency.	3.6						
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs Narrative: Brian may sometimes have some difficulty managing stress. This will probably have a slightly negative impact on this behavioral competency.	3.1						

Traits to avoid (in order of importance)

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

Negative Impact ←


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Blunt: The tendency to be frank or direct without being sufficiently tactful or diplomatic Narrative: Brian probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.4						
Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.	3.5						
Dominating: The tendency to be assertive of one's needs without sufficiently being helpful to others Narrative: Brian probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic Narrative: Brian probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						






Communication

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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 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Permissive: The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable Narrative: Brian probably has only a very slight tendency to be permissive. Brian may be a little lenient with subordinates regarding following the rules or performing to their potential. This will probably NOT hinder this behavioral competency.</p>	1.6						
<p>Authoritarian: The tendency to make decisions independently without sufficiently collaborating with others Narrative: Brian probably has slight tendency to make decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.</p>	2.7						
<p>Avoids Communication: The tendency to lack the combination of frankness and diplomacy Narrative: Brian probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Evasive: The tendency to be tactful without being sufficiently direct Narrative: Brian probably does not have a significant degree of being evasive. This will probably NOT hinder this behavioral competency.</p>	0.8						
<p>Insensitive: The tendency to be assertive with one's own needs without being sufficiently warm and empathetic Narrative: Brian probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						

Energizing People

Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.

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

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).

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Essential traits (in order of importance)

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Negative Impact

Positive Impact


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Cause Motivated: The tendency to be motivated to help society Narrative: Undertaking work that benefits others/society is very important to Brian. Find out what Brian's causes are in order to determine if they are consistent with the causes related to this position. This will probably have a somewhat positive impact on this behavioral competency.	9.1											
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9											
Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: Brian usually prefers NOT to have to enlist the co-operating of others. This will probably have a somewhat negative impact on this behavioral competency.	3.7											
Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: Brian may tend to have little enthusiasm for his/her goals, and his/her goals may be very lacking in clarity. This will probably have a negative impact on this behavioral competency.	2.9											
Influencing: The tendency to try to persuade others Narrative: Brian probably has only a moderate tendency to persuade or influence others. Although Brian may not shy away from trying to influence staff, co-workers and clients, he/she probably prefers not to have to do it extensively. This will probably have a somewhat negative impact on this behavioral competency.	4.8											
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a somewhat positive impact on this behavioral competency.	8.9											


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Negative Impact 







Positive Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: Brian is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.	6.7											

Desirable traits (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Diplomatic: The tendency to state things in a tactful manner Narrative: Brian is fairly capable of being tactful and usually tends to state things in a diplomatic manner. This will probably be sufficient for this behavioral competency.	6.7						
Helpful: The tendency to respond to others' needs and assist or support others to achieve their goals Narrative: Brian tends to be very helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.	8.6						
Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: Brian is very self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	9.4						
Self-improvement: The tendency to attempt to develop or better oneself Narrative: Brian has an intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	7.1						
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Brian very often tends to take initiative. This initiative will help him/her 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 be sufficient for this behavioral competency.	9.0						
Teaching: The enjoyment of instructing, training, or educating others Narrative: Brian has very little interest in teaching or instructing others. This will probably have a somewhat negative impact on this behavioral competency.	2.5						










Energizing People

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Desirable traits (in order of importance)

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Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: Brian only moderately expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	4.7						
Experimenting: The tendency to try new things and new ways of doing things Narrative: Brian very much enjoys trying new things and frequently experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	9.1						
Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people Narrative: Brian enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.	8.5						
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.	7.9						
Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: Brian tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.9						
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs Narrative: Brian may sometimes have some difficulty managing stress. This will probably be sufficient for this behavioral competency.	3.1						
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	6.3						
Relaxed: The tendency to feel at ease or calm while working Narrative: Brian may experience a significant amount of tension at work. This will probably be sufficient for this behavioral competency.	3.4						
Tolerance Of Bluntness: The level of comfort related to receiving abrupt or frank communications from others Narrative: Brian is fairly tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	6.6						








Energizing People

Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.4						
Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.	3.5						
Harsh: The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic Narrative: Brian probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Blunt: The tendency to be frank or direct without being sufficiently tactful or diplomatic Narrative: Brian probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Communication: The tendency to lack the combination of frankness and diplomacy Narrative: Brian probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: The tendency to be assertive of one's needs without sufficiently being helpful to others Narrative: Brian probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Permissive: The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable Narrative: Brian probably has only a very slight tendency to be permissive. Brian may be a little lenient with subordinates regarding following the rules or performing to their potential. This will probably NOT hinder this behavioral competency.	1.6						

Learning Agility

Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.

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

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).

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Essential traits (in order of importance)

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

	Brian's Score	Negative Impact					Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Self-improvement: The tendency to attempt to develop or better oneself Narrative: Brian has an intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	7.1											
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.	7.9											
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9											
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably have a slightly negative impact on this behavioral competency.	6.3											
Receives Correction: The tendency to accept guidance intended to improve performance Narrative: Brian's preferences indicate he/she is likely to be receptive to corrective feedback. This will probably have a slightly positive impact on this behavioral competency.	8.1											
Research / learning: The enjoyment of gathering and comprehending new information Narrative: Brian only moderately enjoys researching and learning new information. This will probably have a somewhat negative impact on this behavioral competency.	4.8											

Learning Agility

Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.

Essential traits (in order of importance)


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

Negative Impact  Positive Impact

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Brian very often tends to take initiative. This initiative will help him/her 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.	9.0											

Desirable traits (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Brian tends to analyze the potential difficulties of plans and strategies. Therefore, Brian is likely to be reasonably mindful when it comes to making strategic decisions. This will probably be sufficient for this behavioral competency.	7.4											
Experimenting: The tendency to try new things and new ways of doing things Narrative: Brian very much enjoys trying new things and frequently experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	9.1											
Flexible: The tendency to easily adapt to change Narrative: Brian tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	8.5											
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	8.9											
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Brian only moderately enjoys planning but probably tends to do it when it is necessary. This will probably be sufficient for this behavioral competency.	5.4											






Learning Agility

Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Authoritarian: The tendency to make decisions independently without sufficiently collaborating with others Narrative: Brian probably has slight tendency to make decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.</p>	2.7						
<p>Avoids Communication: The tendency to lack the combination of frankness and diplomacy Narrative: Brian probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Avoids Decisions: The tendency to avoid decision-making authority as well as collaborative decisions-making Narrative: Brian probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.</p>	2.4						
<p>Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.</p>	3.5						

Resilience and Perseverance

Persists in the face adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.

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

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Brian has a very strong desire to have decision-making authority and is extremely willing to accept responsibility. This will probably have a positive impact on this behavioral competency.	9.6											
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a somewhat positive impact on this behavioral competency.	8.9											
Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Brian is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.	8.9											
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Brian prefers to have very little pressure of deadlines and tight schedules. This will probably have a negative impact on this behavioral competency.	3.1											
Self-improvement: The tendency to attempt to develop or better oneself Narrative: Brian has an intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	7.1											
Stress Management: The tendency to be relaxed while at the same time managing stress well when it occurs Narrative: Brian has only a little tendency to be relaxed while at the same time managing stress well when it occurs. This will probably have a negative impact on this behavioral competency.	3.3											


Resilience and Perseverance

Persists in the face adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.

Essential traits (in order of importance)

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







Negative Impact  Positive Impact

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: Brian is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.	6.7											

Desirable traits (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.	7.9						
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9						
Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: Brian tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.9						
Influencing: The tendency to try to persuade others Narrative: Brian probably has only a moderate tendency to persuade or influence others. Although Brian may not shy away from trying to influence staff, co-workers and clients, he/she probably prefers not to have to do it extensively. This will probably be sufficient for this behavioral competency.	4.8						
Relaxed: The tendency to feel at ease or calm while working Narrative: Brian may experience a significant amount of tension at work. This will probably have a somewhat negative impact on this behavioral competency.	3.4						
Truth Exploring: The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions Narrative: Brian 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.	8.1						

Resilience and Perseverance

Persists in the face adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.

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.

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Assertive: The tendency to put forward personal wants and needs Narrative: Brian may at times hesitate to put forward his/her own needs. This will probably have a slightly negative impact on this behavioral competency.	3.6						
Flexible: The tendency to easily adapt to change Narrative: Brian tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	8.5						
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	6.3						

Traits to avoid (in order of importance)

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


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Defers Decisions: The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions Narrative: Brian probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.	0.0						
Inconclusive: The tendency to reflect on ideas without sufficiently coming to conclusions Narrative: Brian probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	0.0						
Skeptical: The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Brian probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Unresourceful: The tendency to lack persistence as well as a desire for trying new things Narrative: Brian probably has no significant tendency to lack persistence as well as a desire for trying new things. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: The tendency to avoid decision-making authority as well as collaborative decisions-making Narrative: Brian probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						







Resilience and Perseverance

Persists in the face adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Blindly Optimistic: The tendency to grasp the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls Narrative: Brian probably has only a very slight tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. This will probably NOT hinder this behavioral competency.</p>	1.5						
<p>Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.</p>	2.4						
<p>Rebellious Autonomy: The tendency to seek freedom from authority without taking sufficient and appropriate initiative Narrative: Brian probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Avoids Communication: The tendency to lack the combination of frankness and diplomacy Narrative: Brian probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.</p>	3.5						
<p>Dominating: The tendency to be assertive of one's needs without sufficiently being helpful to others Narrative: Brian probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p>	0.0						

Problem Solving

Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.

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

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.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood 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


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.	7.9											
Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Brian tends to analyze the potential difficulties of plans and strategies. Therefore, Brian is likely to be reasonably mindful when it comes to making strategic decisions. This will probably be sufficient for this behavioral competency.	7.4											
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9											
Experimenting: The tendency to try new things and new ways of doing things Narrative: Brian very much enjoys trying new things and frequently experiments with new ways of doing things. This will probably have a somewhat positive impact on this behavioral competency.	9.1											
Research / learning: The enjoyment of gathering and comprehending new information Narrative: Brian only moderately enjoys researching and learning new information. This will probably have a somewhat negative impact on this behavioral competency.	4.8											
Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: Brian only moderately enjoys work that requires being systematic and tends to be only moderately systematic. This will probably have a slightly negative impact on this behavioral competency.	5.3											


Problem Solving

Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.

Essential traits (in order of importance)

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


Negative Impact 

Positive Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Brian very often tends to take initiative. This initiative will help him/her 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.	9.0											
Truth Exploring: The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions Narrative: Brian has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a slightly positive impact on this behavioral competency.	8.1											

Desirable traits (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	8.9						
Intuitive: The tendency to use hunches to help make decisions (not necessarily intuitive capabilities) Narrative: Brian may occasionally use intuition to help make decisions. This will probably be sufficient for this behavioral competency.	5.3						
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	6.3						







Problem Solving

Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.</p>	3.5						
<p>Avoids Communication: The tendency to lack the combination of frankness and diplomacy Narrative: Brian probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.</p>	2.4						
<p>Avoids Decisions: The tendency to avoid decision-making authority as well as collaborative decisions-making Narrative: Brian probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Skeptical: The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Brian probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Rigidly Meticulous: The tendency to focus on details without sufficiently adapting to change Narrative: Brian probably does not have a significant degree of being rigid related to details and precision. This will probably NOT hinder this behavioral competency.</p>	0.0						

Achievement Orientation

Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

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

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.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood 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.

	Brian's Score	Negative Impact ← → Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong		
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.	7.9													
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Brian has a very strong desire to have decision-making authority and is extremely willing to accept responsibility. This will probably have a positive impact on this behavioral competency.	9.6													
Authoritative Collaboration: The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process Narrative: Brian has a tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process. This will probably have a slightly positive impact on this behavioral competency.	8.3													
Effective Enforcing: The tendency to skillfully correct others when they are violating rules or performing poorly Narrative: Brian's interpersonal preferences and tendencies indicate he/she is only moderately likely to skillfully enforce rules. This will probably have a somewhat negative impact on this behavioral competency.	4.9													
Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: Brian may tend to have little enthusiasm for his/her goals, and his/her goals may be very lacking in clarity. This will probably have a negative impact on this behavioral competency.	2.9													

Achievement Orientation

Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

Essential traits (in order of importance)

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

	Brian's Score	Negative Impact ←							→ Positive Impact				
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong	
Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Brian is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.	8.9												
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Brian very often tends to take initiative. This initiative will help him/her 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.	9.0												
Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: Brian is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.	6.7												

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.

	Brian's Score	Negative Impact ←					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Brian tends to analyze the potential difficulties of plans and strategies. Therefore, Brian is likely to be reasonably mindful when it comes to making strategic decisions. This will probably be sufficient for this behavioral competency.	7.4						
Assertive: The tendency to put forward personal wants and needs Narrative: Brian may at times hesitate to put forward his/her own needs. This will probably have a slightly negative impact on this behavioral competency.	3.6						
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9						
Diplomatic: The tendency to state things in a tactful manner Narrative: Brian is fairly capable of being tactful and usually tends to state things in a diplomatic manner. This will probably be sufficient for this behavioral competency.	6.7						









Achievement Orientation

Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

Desirable traits (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: Brian usually prefers NOT to have to enlist the co-operating of others. This will probably have a slightly negative impact on this behavioral competency.	3.7						
Finance / business: The interest in commerce or fiscal management Narrative: Brian is fairly interested in business or finance. This will probably be sufficient for this behavioral competency.	7.0						
Influencing: The tendency to try to persuade others Narrative: Brian probably has only a moderate tendency to persuade or influence others. Although Brian may not shy away from trying to influence staff, co-workers and clients, he/she probably prefers not to have to do it extensively. This will probably be sufficient for this behavioral competency.	4.8						
Interpersonal Skills: The tendency to have a balance of traits that relate to effective interaction with others Narrative: Given Brian's interpersonal preferences and tendencies he/she is probably quite skillful when interacting with others. This will probably be sufficient for this behavioral competency.	8.0						
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Brian only moderately enjoys planning but probably tends to do it when it is necessary This will probably be sufficient for this behavioral competency.	5.4						
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Brian prefers to have very little pressure of deadlines and tight schedules. This will probably have a somewhat negative impact on this behavioral competency.	3.1						
Tempo: The enjoyment of work that needs to be done quickly Narrative: Brian likes to work fairly quickly.	7.3						
Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: Brian only moderately enjoys work that requires being systematic and tends to be only moderately systematic. This will probably be sufficient for this behavioral competency.	5.3						


Achievement Orientation

Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

Desirable traits (in order of importance)


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







Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Organized: The tendency to place and maintain order in an environment or situation Narrative: Brian tends to be quite well organized. This will probably be sufficient for this behavioral competency.	8.0						

Traits to avoid (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Non-finishing: The tendency to experiment with different things without sufficiently persisting in a single direction Narrative: Brian probably has no significant tendency to experiment with different things without sufficiently persisting in a single direction. This will probably NOT hinder this behavioral competency.	0.2						
Avoids Decisions: The tendency to avoid decision-making authority as well as collaborative decisions-making Narrative: Brian probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Blindly Optimistic: The tendency to grasp the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls Narrative: Brian probably has only a very slight tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. This will probably NOT hinder this behavioral competency.	1.5						
Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties Narrative: Brian probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	1.1						
Precise But Slow: The tendency to be exact or precise without being sufficiently productive Narrative: Brian probably does not have a significant degree of focusing on details to the extent of slowing productivity This will probably NOT hinder this behavioral competency.	0.0						
Scattered: The tendency to adapt to change without remaining sufficiently organized Narrative: Brian has only a very slight tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.	0.5						



Achievement Orientation

Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Tranquil Inertia: The tendency to be relaxed and easy-going without being sufficiently self-motivated Narrative: Brian probably has no significant tendency to be relaxed and easy-going without being sufficiently self-motivated. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Unresourceful: The tendency to lack persistence as well as a desire for trying new things Narrative: Brian probably has no significant tendency to lack persistence as well as a desire for trying new things. This will probably NOT hinder this behavioral competency.</p>	0.0						

Impact and Influence

Influence others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

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

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).

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The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood 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

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: Brian usually prefers NOT to have to enlist the co-operating of others. This will probably have a somewhat negative impact on this behavioral competency.	3.7											
Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: Brian may tend to have little enthusiasm for his/her goals, and his/her goals may be very lacking in clarity. This will probably have a somewhat negative impact on this behavioral competency.	2.9											
Forthright Diplomacy: The tendency to be forthright and respectful at the same time Narrative: Brian has a moderate tendency to be forthright and respectful at the same time. This will probably have a slightly negative impact on this behavioral competency.	6.3											
Healthy Self-Esteem: The tendency to accept oneself while at the same time trying to improve oneself Narrative: Brian has a tendency to accept oneself while at the same time trying to improve oneself. This will probably have a slightly positive impact on this behavioral competency.	8.2											
Influencing: The tendency to try to persuade others Narrative: Brian probably has only a moderate tendency to persuade or influence others. Although Brian may not shy away from trying to influence staff, co-workers and clients, he/she probably prefers not to have to do it extensively. This will probably have a slightly negative impact on this behavioral competency.	4.8											
Mutual Help: The tendency to pursue solutions that are beneficial to all parties concerned Narrative: Brian has a moderate tendency to pursue solutions that are beneficial to all parties concerned. This will probably have a slightly negative impact on this behavioral competency.	6.1											

Impact and Influence

Influence others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

Essential traits (in order of importance)

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

	Brian's Score	Negative Impact							Positive Impact													
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong										
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a somewhat positive impact on this behavioral competency.	8.9																					
Public Speaking: The enjoyment of presenting or articulating information to groups of people Narrative: Brian generally enjoys making presentations to groups and is probably reasonably comfortable doing so. This will probably be sufficient for this behavioral competency.	7.2																					
Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: Brian is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.	6.7																					

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.


	Brian's Score	Negative Impact																				
		Very strong	Strong	Substantial	Moderate	Slight	no impact															
Cause Motivated: The tendency to be motivated to help society Narrative: Undertaking work that benefits others/society is very important to Brian. Find out what Brian's causes are in order to determine if they are consistent with the causes related to this position. This will probably be sufficient for this behavioral competency.	9.1																					
Certain: The tendency to feel confident in one's opinions Narrative: Brian is highly certain of his/her opinions. This will probably be sufficient for this behavioral competency.	9.9																					
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9																					
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs Narrative: Brian may sometimes have some difficulty managing stress. This will probably have a somewhat negative impact on this behavioral competency.	3.1																					
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	6.3																					









Impact and Influence

Influence others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

Desirable traits (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Organized: The tendency to place and maintain order in an environment or situation Narrative: Brian tends to be quite well organized. This will probably be sufficient for this behavioral competency.	8.0						
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Brian only moderately enjoys planning but probably tends to do it when it is necessary This will probably be sufficient for this behavioral competency.	5.4						
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Brian prefers to have very little pressure of deadlines and tight schedules. This will probably have a somewhat negative impact on this behavioral competency.	3.1						
Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: Brian is very self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	9.4						
Teaching: The enjoyment of instructing, training, or educating others Narrative: Brian has very little interest in teaching or instructing others. This will probably have a somewhat negative impact on this behavioral competency.	2.5						
Wants To Lead: The desire to be in a position to direct or guide others Narrative: Brian prefers to avoid being in a leadership position. Brian probably avoids taking charge and thus he/she may not accept the leadership responsibility of a management position. This will probably have a somewhat negative impact on this behavioral competency.	2.9						
Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: Brian only moderately expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	4.7						
Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: Brian tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.9						


Impact and Influence

Influence others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

Desirable traits (in order of importance)

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






Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Handles Conflict: The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively Narrative: Brian's preferences indicate that he/she probably has only moderately level of effectiveness when handling conflict. This will probably be sufficient for this behavioral competency.	6.1						

Traits to avoid (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Avoids Communication: The tendency to lack the combination of frankness and diplomacy Narrative: Brian probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: The tendency to avoid decision-making authority as well as collaborative decisions-making Narrative: Brian probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.4						
Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.	3.5						
Harsh: The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic Narrative: Brian probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						








Impact and Influence

Influence others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Inconclusive: The tendency to reflect on ideas without sufficiently coming to conclusions Narrative: Brian probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Insensitive: The tendency to be assertive with one's own needs without being sufficiently warm and empathetic Narrative: Brian probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Tranquil Inertia: The tendency to be relaxed and easy-going without being sufficiently self-motivated Narrative: Brian probably has no significant tendency to be relaxed and easy-going without being sufficiently self-motivated. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Unresourceful: The tendency to lack persistence as well as a desire for trying new things Narrative: Brian probably has no significant tendency to lack persistence as well as a desire for trying new things. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Blunt: The tendency to be frank or direct without being sufficiently tactful or diplomatic Narrative: Brian probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Dominating: The tendency to be assertive of one's needs without sufficiently being helpful to others Narrative: Brian probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Evasive: The tendency to be tactful without being sufficiently direct Narrative: Brian probably does not have a significant degree of being evasive. This will probably NOT hinder this behavioral competency.</p>	0.8						

Innovation

Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.

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

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 indicates 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.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood 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.

	Brian's Score	Negative Impact ← → Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong									
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.	7.9																				
Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: Brian may tend to have little enthusiasm for his/her goals, and his/her goals may be very lacking in clarity. This will probably have a negative impact on this behavioral competency.	2.9																				
Experimenting: The tendency to try new things and new ways of doing things Narrative: Brian very much enjoys trying new things and frequently experiments with new ways of doing things. This will probably have a somewhat positive impact on this behavioral competency.	9.1																				
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably have a slightly negative impact on this behavioral competency.	6.3																				
Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Brian is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.	8.9																				
Research / learning: The enjoyment of gathering and comprehending new information Narrative: Brian only moderately enjoys researching and learning new information. This will probably have a somewhat negative impact on this behavioral competency.	4.8																				

Innovation

Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.

Essential traits (in order of importance)

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


Negative Impact  Positive Impact 

Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
9.0											

Takes Initiative:
The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Narrative: Brian very often tends to take initiative. This initiative will help him/her 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.

Desirable traits (in order of importance)

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

Negative Impact 

Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
8.9											
8.0											
6.9											

Optimistic:
The tendency to believe the future will be positive
Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.

Organized:
The tendency to place and maintain order in an environment or situation
Narrative: Brian tends to be quite well organized. This will probably be sufficient for this behavioral competency.

Collaborative:
The tendency to collaborate with others when making decisions
Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.

Traits to avoid (in order of importance)

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

Negative Impact 

Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
3.5											


Dogmatic:
The tendency to be certain of opinions without sufficiently being open to different ideas
Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.









Innovation

Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Authoritarian: The tendency to make decisions independently without sufficiently collaborating with others Narrative: Brian probably has slight tendency to make decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.</p>	2.7						
<p>Scattered: The tendency to adapt to change without remaining sufficiently organized Narrative: Brian has only a very slight tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.</p>	0.5						
<p>Rigidly Disorganized: The tendency to lack organization as well as adaptability Narrative: Brian probably has no significant tendency to lack organization as well as adaptability. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Rigidly Meticulous: The tendency to focus on details without sufficiently adapting to change Narrative: Brian probably does not have a significant degree of being rigid related to details and precision. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Rigidly Organized: The tendency to be organized without sufficiently adapting to change Narrative: Brian probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Skeptical: The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Brian probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Blindly Optimistic: The tendency to grasp the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls Narrative: Brian probably has only a very slight tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. This will probably NOT hinder this behavioral competency.</p>	1.5						
<p>Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties Narrative: Brian probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.</p>	1.1						

Leading People

Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.

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

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.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood 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.

	Brian's Score	Negative Impact					Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.	7.9											
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Brian has a very strong desire to have decision-making authority and is extremely willing to accept responsibility. This will probably have a positive impact on this behavioral competency.	9.6											
Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: Brian usually prefers NOT to have to enlist the co-operating of others. This will probably have a negative impact on this behavioral competency.	3.7											
Influencing: The tendency to try to persuade others Narrative: Brian probably has only a moderate tendency to persuade or influence others. Although Brian may not shy away from trying to influence staff, co-workers and clients, he/she probably prefers not to have to do it extensively. This will probably have a somewhat negative impact on this behavioral competency.	4.8											
Interpersonal Skills: The tendency to have a balance of traits that relate to effective interaction with others Narrative: Given Brian's interpersonal preferences and tendencies he/she is probably quite skillful when interacting with others. This will probably have a slightly positive impact on this behavioral competency.	8.0											

Leading People

Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.

Essential traits (in order of importance)


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

Negative Impact  Positive Impact

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Wants To Lead: The desire to be in a position to direct or guide others Narrative: Brian prefers to avoid being in a leadership position. Brian probably avoids taking charge and thus he/she may not accept the leadership responsibility of a management position. This will probably have a negative impact on this behavioral competency.	2.9											

Desirable traits (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	6.3						
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	8.9						
Organized: The tendency to place and maintain order in an environment or situation Narrative: Brian tends to be quite well organized. This will probably be sufficient for this behavioral competency.	8.0						
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Brian only moderately enjoys planning but probably tends to do it when it is necessary This will probably be sufficient for this behavioral competency.	5.4						
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Brian prefers to have very little pressure of deadlines and tight schedules. This will probably have a somewhat negative impact on this behavioral competency.	3.1						
Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: Brian is very self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	9.4						





Leading People

Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.

Desirable traits (in order of importance)

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



Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Brian very often tends to take initiative. This initiative will help him/her 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 be sufficient for this behavioral competency.	9.0						
Teaching: The enjoyment of instructing, training, or educating others Narrative: Brian has very little interest in teaching or instructing others. This will probably have a somewhat negative impact on this behavioral competency.	2.5						
Team: The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so) Narrative: Brian greatly enjoys working in a team. This will probably be sufficient for this behavioral competency.	9.8						
Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: Brian only moderately expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	4.7						

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Authoritarian: The tendency to make decisions independently without sufficiently collaborating with others Narrative: Brian probably has slight tendency to make decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.	2.7						
Blunt: The tendency to be frank or direct without being sufficiently tactful or diplomatic Narrative: Brian probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						







Leading People

Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.4						
Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.	3.5						
Dominating: The tendency to be assertive of one's needs without sufficiently being helpful to others Narrative: Brian probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic Narrative: Brian probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Permissive: The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable Narrative: Brian probably has only a very slight tendency to be permissive. Brian may be a little lenient with subordinates regarding following the rules or performing to their potential. This will probably NOT hinder this behavioral competency.	1.6						
Evasive: The tendency to be tactful without being sufficiently direct Narrative: Brian probably does not have a significant degree of being evasive. This will probably NOT hinder this behavioral competency.	0.8						

Strategic Thinking

Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.

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

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.

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



Essential traits (in order of importance)	Negative Impact ← → Positive Impact												
	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong	
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Brian tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.	7.9												
Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Brian tends to analyze the potential difficulties of plans and strategies. Therefore, Brian is likely to be reasonably mindful when it comes to making strategic decisions. This will probably be sufficient for this behavioral competency.	7.4												
Collaborative: The tendency to collaborate with others when making decisions Narrative: Brian usually enjoys collaboration and is generally willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	6.9												
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Brian 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.	5.4												
Research / learning: The enjoyment of gathering and comprehending new information Narrative: Brian only moderately enjoys researching and learning new information. This will probably have a somewhat negative impact on this behavioral competency.	4.8												

Strategic Thinking

Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.


Essential traits (in order of importance)

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

		Negative Impact 							Positive Impact 						
	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong			
Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: Brian only moderately enjoys work that requires being systematic and tends to be only moderately systematic. This will probably have a slightly negative impact on this behavioral competency.	5.3														
Truth Exploring: The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions Narrative: Brian has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a slightly positive impact on this behavioral competency.	8.1														

Desirable traits (in order of importance)

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

		Negative Impact 													
	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact								
Experimenting: The tendency to try new things and new ways of doing things Narrative: Brian very much enjoys trying new things and frequently experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	9.1														
Intuitive: The tendency to use hunches to help make decisions (not necessarily intuitive capabilities) Narrative: Brian may occasionally use intuition to help make decisions. This will probably be sufficient for this behavioral competency.	5.3														
Numerical: The enjoyment of counting, calculating, or analyzing quantities using mathematics Narrative: Brian would prefer not to have to work with numbers as part of his/her work. This will probably have a slightly negative impact on this behavioral competency.	4.1														
Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Brian is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.	8.9														
Self-improvement: The tendency to attempt to develop or better oneself Narrative: Brian has an intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	7.1														








Strategic Thinking

Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.

Desirable traits (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Brian very often tends to take initiative. This initiative will help him/her 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 be sufficient for this behavioral competency.	9.0						
Optimistic: The tendency to believe the future will be positive Narrative: Brian tends to be very optimistic and cheerful. Brian's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	8.9						
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Brian prefers to have very little pressure of deadlines and tight schedules. This will probably have a slightly negative impact on this behavioral competency.	3.1						
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Brian moderately enjoys reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	6.3						
Relaxed: The tendency to feel at ease or calm while working Narrative: Brian may experience a significant amount of tension at work. This will probably be sufficient for this behavioral competency.	3.4						
Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: Brian is very self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	9.4						
Certain: The tendency to feel confident in one's opinions Narrative: Brian is highly certain of his/her opinions. This will probably be sufficient for this behavioral competency.	9.9						








Strategic Thinking

Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.

Traits to avoid (in order of importance)

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

Negative Impact 


	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Blindly Optimistic: The tendency to grasp the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls Narrative: Brian probably has only a very slight tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. This will probably NOT hinder this behavioral competency.	1.5						
Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties Narrative: Brian probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	1.1						
Defensive: The tendency to be self-accepting without sufficiently intending to improve Narrative: Brian probably has only a slight tendency to be defensive. Brian may place a little too much emphasis on being right, making him/her less receptive to feedback from others. Thus, Brian may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.4						
Dogmatic: The tendency to be certain of opinions without sufficiently being open to different ideas Narrative: Brian probably has a moderate tendency to be dogmatic. Brian may unnecessarily create difficulty when interacting with others as a result of adhering to his/her opinions too strongly. This will probably NOT hinder this behavioral competency.	3.5						
Fast But Imprecise: The tendency to work quickly without sufficient attention to detail or accuracy Narrative: Brian probably does not have a significant degree of being fast but imprecise. This will probably NOT hinder this behavioral competency.	0.0						
Skeptical: The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Brian probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Communication: The tendency to lack the combination of frankness and diplomacy Narrative: Brian probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						




Strategic Thinking

Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.

Traits to avoid (in order of importance)

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

Negative Impact 

	Brian's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Avoids Decisions: The tendency to avoid decision-making authority as well as collaborative decisions-making Narrative: Brian probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Inconclusive: The tendency to reflect on ideas without sufficiently coming to conclusions Narrative: Brian probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Precise But Slow: The tendency to be exact or precise without being sufficiently productive Narrative: Brian probably does not have a significant degree of focusing on details to the extent of slowing productivity This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Careless Pessimism: The tendency to take risks while at the same time believing that the future is bleak Narrative: Brian probably has no significant tendency to take risks while at the same time believing that the future is bleak. This will probably NOT hinder this behavioral competency.</p>	0.0						