



# **Thomas Avery**

success@super-solutions.com Reseller Sample Reports Chief Executive Completion Date: 5/15/2019



# 3.8 **SCORE**

# **Good Match**

- ).5 (lowest score) to 5 (highest

# **Top 3 Competencies**







# Resilience

The extent to which one responds to challenges with composure, optimize hardiness; perseveres and exhibits and thy stress management strategies.

# eading Leaders

The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

# **Making Sound Decisions**

The extent to which one makes sound decisions in a timely and confident manner.





# **Thomas Avery**

success@super-solutions.com Reseller Sample Reports Chief Executive Completion Date: 5/15/2019

# **Key Insights**

# **Job Match**



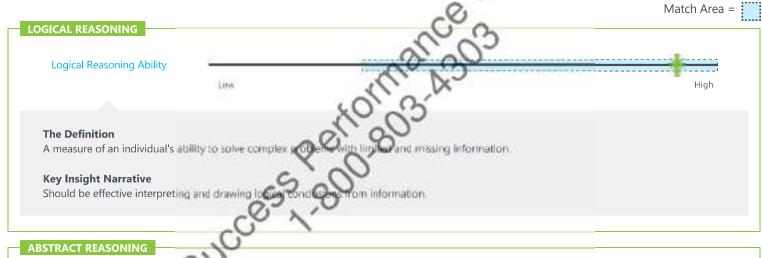
A measure of behavioral traits and their impact on the key competencies for the role

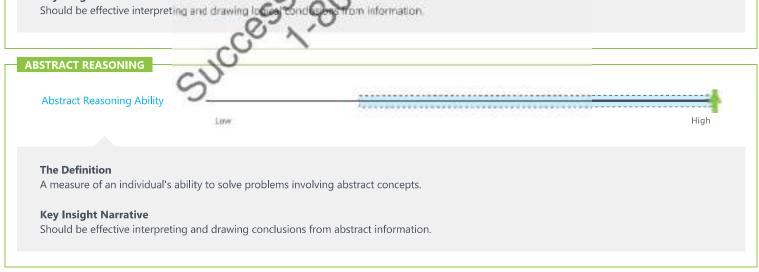


A measure of an individual's ability to demonstrate logical reasoning skills

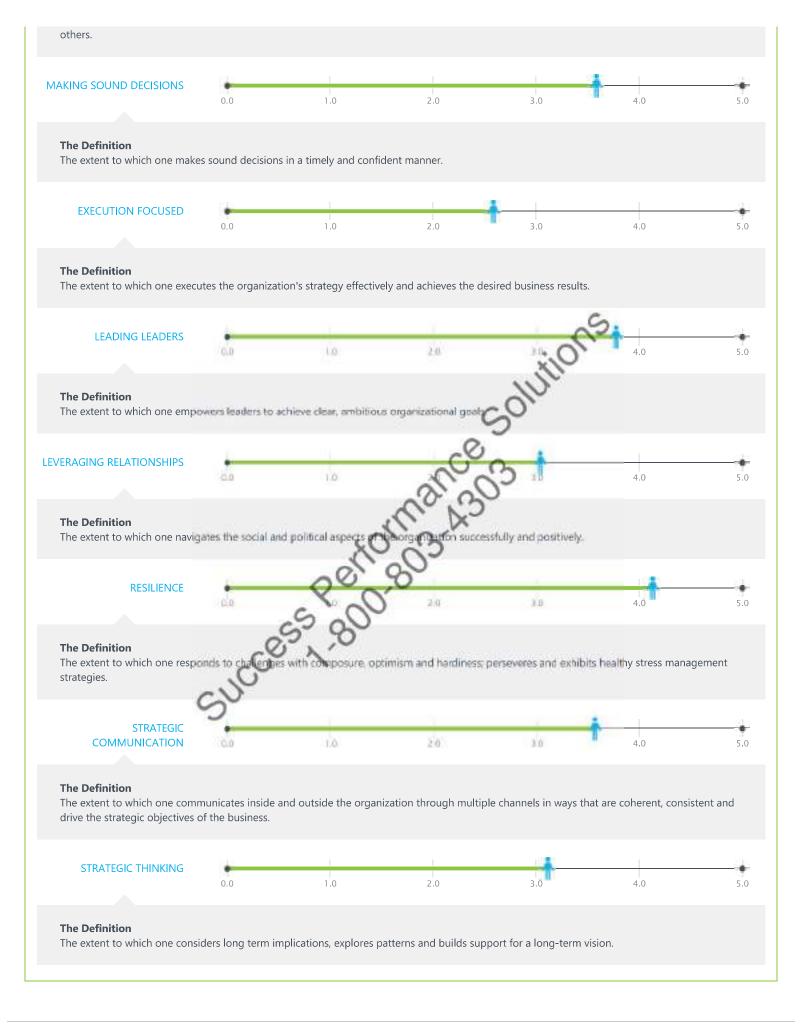


measure of an individual's ability to solve problems involving abstract concepts.









# **CULTIVATING LEADERS**



The extent to which one creates a high performance environment in which leaders are continuously developed and are actively developing others.

- Accommodation Has an accommodating style; is likely to devote time to developing others.
- Criticism Tolerance Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.
- Multitasking Should be able to prioritize the development of others, even when faced with competing demands.
- Optimism Is likely to stay positive when developing others and help team members maintain confidence in their growth potential.
- Positive View of People Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.
- Sociability is not likely to invest the time establishing rapport with coworkers, which may impact ability to
  motivate and develop team members.
- Work Intensity Is likely to have a slower work pace; may not fled be time to coach and develop others

	Unyielding	CO O	Cooperative
The Definition The extent to which needs.  Key Insight Narrat		on accommon dating on needs of others as o	pposed to prioritizing their persona
sm Tolerance	Sensitive 65 00	9.0	Thick-skinned
The Definition The extent to which	and violatis interpret oriticism obje	ectively versus being sensitive to feedback fr	ne other
Key Insight Narrat	:N	,	on ones.
Criticism Tolerance		s; should be open to providing feedback, re	
Criticism Tolerance modeling this behan	- Is tolerant of criticism from other		
Criticism Tolerance	- Is tolerant of criticism from other		
Criticism Tolerance modeling this behan Multitasking  The Definition	- is tolerant of criticism from other vior when coaching others.  Prefers routine		Prefers variety
Criticism Tolerance modeling this behan Multitasking  The Definition The extent to which time.  Key Insight Narrat	Prefers routine  individuals prefer variety and hand	s; should be open to providing feedback, re	Prefers variety bility and focusing on one thing at a

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

# **Key Insight Narrative**

Optimism - Is likely to stay positive when developing others and help team members maintain confidence in their growth potential.

Positive View of People

Skentical Trusting

### The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

# **Key Insight Narrative**

Positive View of People - Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.

Sociability

Extroverted

### **The Definition**

The extent to which individuals seek out and enjoy social interactions as opposition preference for being alone or one-on-one interactions.

# Key Insight Narrative

Sociability - Is not likely to invest the time establishing rapport with to ackers which may impact ability to motivate and develop team members.

Work Intensity

Ushumes Urgent

# **The Definition**

The extent to which individuals work hard to accomplish than things quickly as exposed to working methodically or at a less hurried pace.

# **Key Insight Narrative**

Work Intensity - Is likely to have a slower work pace, may not find the time to coach and develop others.

# MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking May take unnecessary risks when making decisions.
- Criticism Tolerance Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest Is likely to take time to consider the relevant details before moving forward with a decision.
- Follow Through Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking Relies heavily on facts and data when making decisions.
- Realistic Thinking Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

**Cautious Thinking** 

Impulsive Careful

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

# **Key Insight Narrative**

Cautious Thinking - May take unnecessary risks when making decisions.

Criticism Tolerance

Sensitive

Thick-skinned

### **The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

# **Key Insight Narrative**

Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.

**Detail Interest** 

Enjoys detailed work

# **The Definition**

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to a liking them.

# **Key Insight Narrative**

Detail Interest - Is likely to take time to consider the relevant details before onlying forward with a decision.

Follow Through

High

# **The Definition**

The extent to which individuals can be relied on a stallow through and demonstrate commitment rather than being flexible with priorities.

# Key Insight Narrative

Follow Through - Recognizes the improvement of Dillowing up with key stakeholders on critical decisions.

**Objective Thinking** 

Factual

# **The Definition**

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

# **Key Insight Narrative**

Objective Thinking - Relies heavily on facts and data when making decisions.

Realistic Thinking Imaginative Practical

# **The Definition**

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

# **Key Insight Narrative**

Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

# **Key Insight Narrative**

Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.

Work Intensity

Unhurried

Urgent

# The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working a ethodically or at a less hurried pace.

# Key Insight Narrative

Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a threat manner

# **EXECUTION FOCUSED**



The extent to which one executes the organization's strate of effectively and achieves the desired business results.

- Assentiveness May have difficulty holding of the accountable or having tough conversations.
- Detail interest Ensures the accuracy of detail, relative the organization's strategy and business results.
- Multitasking Is likely to execute strategies effectively and achieve results, even in unpredictable and constantly changing environments.
- Positive View of People May be cautious in masting others or difficult to please, which may create a negative environment for achieving business results.
- Process-Focused Approach stwork in an organized fashion with defined process and plans, which should contribute to achieving desired incorress results.
- Realistic Thinking Is likely to be adjusted when executing business strategies and is focused on achieving tangible results.
- Work Independence Tends to over-rely on others before executing a strategy or pushing for business results; may come across as indecisive or too dependent on others.
- Work Intensity May have a less hurried work style which could limit the ability to achieve business results or motivate others.



# The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

# **Key Insight Narrative**

Assertiveness - May have difficulty holding others accountable or having tough conversations.



# **The Definition**

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

# Key Insight Narrative Detail Interest - Ensures the accuracy of details related to the organization's strategy and business results. Multitasking Prefers routine Prefers variety

# **The Definition**

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a

# **Key Insight Narrative**

Multitasking - Is likely to execute strategies effectively and achieve results, even in unpredictable and constantly changing environments.

# Positive View of People



### The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

# **Key Insight Narrative**

Positive View of People - May be cautious in trustling others or difficult to please, which the create a negative environment for achieving business results.



### The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

# **Key Insight Narrative**

Process-Focused - Approaches work in an end intended fashion with defined process and plans, which should contribute to achieving desired business results.

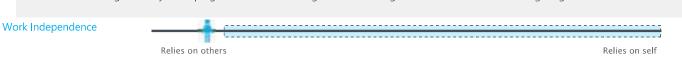


# The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

# Key Insight Narrative

Realistic Thinking - Is likely to be pragmatic when executing business strategies and is focused on achieving tangible results.



# The Definition

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

# **Key Insight Narrative**

Work Independence - Tends to over-rely on others before executing a strategy or pushing for business results; may come across as indecisive or too dependent on others.

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

# **Key Insight Narrative**

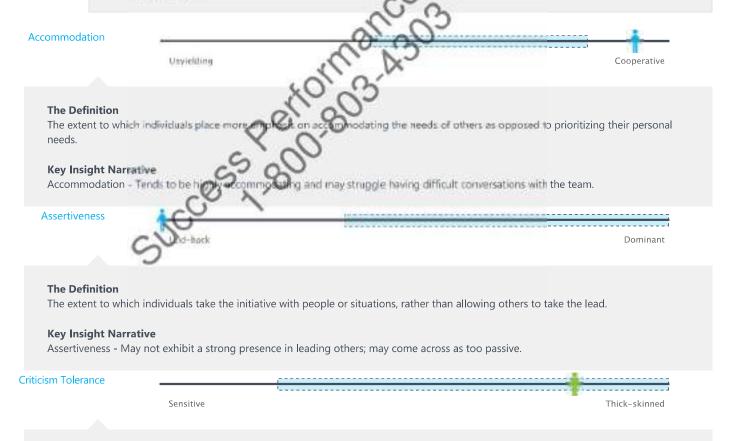
Work Intensity - May have a less hurried work style which could limit the ability to achieve business results or motivate others.

# LEADING LEADERS



The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

- Accommodation Tends to be highly accommodating and may struggle having difficult conversations with the team
- Assertiveness May not exhibit a strong presence in leading others; may come across as too passive.
- Criticism Tolerance is likely to value feecback and adapt leadership style to best meet the needs of the team.
- Multitasking Is capable of leading a variety of initiatives at the same in a
- Positive View of People Tends to perceive others from a slightly negative perspective and may not give them
  the benefit of the doubt.
- Realistic Thinking Will likely set practical and achievable goods for the team.
- Work Independence is able to delegate appropriately and price initiatives independently when needed.
- Work Intensity Tends to be laid back and may not consistently drive the team to deliver their best performance.



# **The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

# **Key Insight Narrative**

Criticism Tolerance - Is likely to value feedback and adapt leadership style to best meet the needs of the team.

Multitasking

Prefers routine

Prefers variety

# **The Definition**

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

# **Key Insight Narrative**

Multitasking - Is capable of leading a variety of initiatives at the same time.

# Positive View of People

Skeptical Trusting

### **The Definition**

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

# **Key Insight Narrative**

Positive View of People - Tends to perceive others from a slightly negative perspective and may have them the benefit of the doubt.

# Realistic Thinking

Imaginative Practical

### The Definition

The extent to which individuals draw from past expenses and are proof all as compared to being imaginative, wishful thinkers.

# **Key Insight Narrative**

Realistic Thinking - Will likely set practical and achievable processor the barry

# Work Independence

Relies on self

# **The Definition**

The extent to which includuals prefer fiely of membelves as opposed to a preference for collaborating and seeking support from others.

# **Key Insight Narrative**

Work Independence: It aske to delegate appropriately and drive initiatives independently when needed.

# Work Intensity

Ushumed

# **The Definition**

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

# **Key Insight Narrative**

Work Intensity - Tends to be laid back and may not consistently drive the team to deliver their best performance.

# LEVERAGING RELATIONSHIPS



The extent to which one navigates the social and political aspects of the organization successfully and positively.

- Accommodation Should make a concerted effort to be positively received by others, which will assist in building alliances.
- Criticism Tolerance Should interact with others without becoming defensive or overly sensitive.



- Multitasking May become distracted during conversations and not devote the necessary time and personal attention required to build meaningful relationships.
- Optimism Should remain optimistic when interacting with others.
- Positive View of People Likely somewhat guarded and skeptical of others, which may impact the ability to build trusting relationships.
- Work Intensity Is likely to demonstrate a more relaxed work pace; may become disconnected from others when work becomes busy or demanding.

The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist a pullding alliances.  Idiam Tolerance  Semative Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being expetitive to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming vermine a concert y sensitive.  The Definition The extent to which individuals prefer variety and phasine multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become the acceed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Concerned  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist a building alliances.  Cism Tolerance  Setitutive Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being 450 like to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming generating the criticism others.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer unitely and provide multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative  Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to builting and provide interactions are converted to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during conversations and not devote the necessary time and personal attention required to builting the received during the	Accommodation				
The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist a utilding alliances.  Icids Tolerance  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being offs the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensive to creatly sensitive  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer unletty and introduct multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a functed during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist or building alliances.  Claim Tolerance  Senative  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being and the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming densities to derry sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer univery and filtronal multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become obserced during conversations and not devote the necessary time and personal attention required to build meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		Unyielding			Cooperative
The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist a utilding alliances.  Icids Tolerance  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being offs the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensive to creatly sensitive  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer unletty and introduct multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a functed during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist or building alliances.  Claim Tolerance  Senative  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being and the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming densities to derry sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer univery and filtronal multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become obserced during conversations and not devote the necessary time and personal attention required to build meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.					
The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist a utilding alliances.  Icids Tolerance  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being offs the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensive to creatly sensitive  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer unletty and introduct multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a functed during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist or building alliances.  Claim Tolerance  Senative  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being and the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming densities to derry sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer univery and filtronal multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become obserced during conversations and not devote the necessary time and personal attention required to build meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.					
The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist a utilding alliances.  Icids Tolerance  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being offs the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensive to creatly sensitive  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer unletty and introduct multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a functed during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.  Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist or building alliances.  Claim Tolerance  Senative  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being and the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming densities to derry sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer univery and filtronal multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become obserced during conversations and not devote the necessary time and personal attention required to build meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	The Definition				
Rey Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assist a building alliances.  Icids Tolerance  Sentative  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being spoilthe to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming alternative to cerry sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer uniety and ranging multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become observed during conversations and not devote the necessary time and personal attention required to buil meaningful relationships.  Optimism  Crocconed  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Rey Insight Narrative  Accommodation - Should make a concerted effort to be positively received by others, which will assist a suiting alliances.  Cism Tolerance  Sensitive  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being and the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensitie to overly sensitive  Multitasking  Prefers routint  Prefers variety  The Definition The extent to which individuals prefer unitely and narrative multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a structed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		dividuals place more emphasic	s on accommodating the needs	of others as opposed to priorit	izing their personal
Key Insight Narrative Accommodation - Should make a concerted effort to be positively received by others, which will assic and utilities assisted by alliances.  The Definition The extent to which individuals interpret criticism objectively versus being servitive to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intension or overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer unlety and run though multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absuncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Cocomed  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Key Insight Narrative  The Definition The extent to which individuals interpret criticism objectively versus being and the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming whenever the received to predictability and focusing on one thing at a time.  The Definition The extent to which individuals prefer which and name and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		arriadais place more emphasis	y on accommodating the needs	or others as opposed to phone	izing their personal
Accommodation - Should make a concerted effort to be positively received by others, which will assist a suilding alliances.  Idiom Tolerance  The Definition The extent to which individuals interpret criticism objectively versus being at Citive to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming when says to overly sensitive.  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer unitely and fine blue multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become religiousted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Accommodation - Should make a concerted effort to be positively received by others, which will assis a puilding alliances.  Cism Tolerance  Sensitive  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being as retained to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming retension or every sensitive.  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer which and the client multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a backted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	necas.				
Accommodation - Should make a concerted effort to be positively received by others, which will assist a suilding alliances.  Idiom Tolerance  The Definition The extent to which individuals interpret criticism objectively versus being at Citive to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming when says to overly sensitive.  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer unitely and fine blue multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become religiousted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Accommodation - Should make a concerted effort to be positively received by others, which will assis a puilding alliances.  Cism Tolerance  Sensitive  Thick-skinned  The Definition The extent to which individuals interpret criticism objectively versus being as retained to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming retension or every sensitive.  Multitasking  Prefers routing  Prefers variety  The Definition The extent to which individuals prefer which and the client multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a backted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	Koy Incight Narratis	•			
The Definition The extent to which individuals interpret criticism objectively versus being set time to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming reference by covery sensitive.  Multitasking  Prefers routing Prefers variety  The Definition The extent to which individuals prefer variety and proclude multiple tasks, as appeased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Croccord  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interpret criticism objectively versus being struttive to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intention at creerly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer uniety and ranging multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become abuncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.			o he positively received by other	www.whichwill.essis	alliances
The Definition The extent to which individuals interpret criticism objectively versus being spoilible to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming the rising an overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer uniety and physical multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absuncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interpret criticism objectively versus being structure to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensive to overly sensitive.  Multitasking  Prefers routint  Prefers variety  The Definition The extent to which individuals prefer variety and providing multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become about extend during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	Accommodation	Mark Interest M. Contract Super School S. C.	a section and recorded the section of section	and ing t	amarices.
The Definition The extent to which individuals interpret criticism objectively versus being spoilible to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming the rising an overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer uniety and physical multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absuncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interpret criticism objectively versus being structure to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensive to overly sensitive.  Multitasking  Prefers routint  Prefers variety  The Definition The extent to which individuals prefer variety and providing multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become about extend during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	ticism Toloranco	20 Januarea	*****		
The Definition The extent to which individuals interpret criticism objectively versus being stocking to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming between the extent to very sensitive  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer variety and filtration multiple tasks, as appeared to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become characted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interpret criticism objectively versus being afficient to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming interising a overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer unlety and previous multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become a sacred during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccurred  Carefree  Carefree  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	licisiii Tolerance	*******			
The Definition The extent to which individuals interact with others without becoming agreeting to great the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming latentiage to overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer variety and produce multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become the uncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interact with others without becoming the rising to deep sensitive  The Definition The extent to which individuals prefer which and handling multiple tasks, as appased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become characted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		Senaitive		11/2	Thick-skinned
The Definition The extent to which individuals interact with others without becoming agreeting to great the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming latentiage to overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer variety and produce multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become the uncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interact with others without becoming the rising to deep sensitive  The Definition The extent to which individuals prefer which and handling multiple tasks, as appased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become characted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.					
The Definition The extent to which individuals interact with others without becoming agreeting to great the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming latentiage to overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer variety and produce multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become the uncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interact with others without becoming the rising to deep sensitive  The Definition The extent to which individuals prefer which and handling multiple tasks, as appased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become characted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.				O.	
The Definition The extent to which individuals interact with others without becoming agreeting to great the to feedback from others.  Key Insight Narrative Criticism Tolerance - Should interact with others without becoming latentiage to overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer variety and produce multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become the uncted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals interact with others without becoming the rising to deep sensitive  The Definition The extent to which individuals prefer which and handling multiple tasks, as appased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become characted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concerned  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	The Definition			)	
Key Insight Narrative Criticism Tolerance - Should interact with others without becoming intensive or overly sensitive  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer unless and management multiple tasks, as appeased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become elemented during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Concurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Key Insight Narrative Criticism Tolerance - Should interact with others without becomes the major of overly sensitive.  Multitasking  Prefers routint  Prefers variety  The Definition The extent to which individuals prefer variety and narrouse multiple tasks, as appeased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absoluted during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		distribute interpost criticion of	siarthada marrie hainn a Otha	to fearlisely from other	
Criticism Tolerance - Should interact with others without becoming intension to overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer whilety and nandade multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become elemetred during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Multitasking  Prefers routine  Prefers variety  The Definition The extent to which includuals prefer wheety and numbers multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May be comprehensive during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Crecement  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	THE EXTERIT TO WITHOUT	dividuals miterpret criticism ou	Section of the sectio	to regulack from brosis.	
Criticism Tolerance - Should interact with others without becoming intension to overly sensitive.  Multitasking  Prefers routine  Prefers variety  The Definition The extent to which individuals prefer whilety and nandade multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become elemetred during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Coccurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Multitasking  Prefers routine  Prefers variety  The Definition The extent to which includuals prefer wheety and numbers multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May be comprehensive during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Crecement  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	Mary In Pull 4 November		20.0	h	
The Definition The extent to which individuals prefer visitely and navolus, multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Concurred  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which includuals prefer unlety and narround multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Coccord  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.			100	)	
The Definition The extent to which individuals prefer variety and manning multiple tasks, as appased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals prefer variety and franchise multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absurcted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Converse  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	Criticism Folerance	hould interact with others with	nout becoming themsive of or	erly sensitive.	
The Definition The extent to which individuals prefer variety and manning multiple tasks, as appased to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals prefer variety and franchise multiple tasks, as opposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become absurcted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Converse  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.			V. V. J		
The Definition The extent to which included by prefer variety and narrative multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May be come allowed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals prefer which and name and multiple tasks, as appeared to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become elevated during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	Multitasking	<del>2</del>	1 111 111111	***************	-
The Definition The extent to which included by prefer variety and narrative multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May be come allowed during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals prefer which and name and multiple tasks, as appeared to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become elevated during conversations and not devote the necessary time and personal attention required to but meaningful relationships.  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		Desfers marine	0		Prefers variety
The extent to which individuals prefer unterly and narrows multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative  Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationship.  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The extent to which includeds prefer variety and narrouse multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become alkarcted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		Pieners roughie	×000		rieleis vallety
The extent to which individuals prefer unterly and narrows multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative  Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationship.  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The extent to which includeds prefer variety and narrouse multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become alkarcted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		0	1.00		
The extent to which individuals prefer unterly and narrows multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative  Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to but meaningful relationship.  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The extent to which includeds prefer variety and narrouse multiple tasks, as apposed to predictability and focusing on one thing at a time.  Key Insight Narrative Multitasking - May become alkarcted during conversations and not devote the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.		20	- 50		
Key Insight Narrative  Multitasking - May become absorbed during conversations and not devote the necessary time and personal attention required to build meaningful relationships  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Key Insight Narrative  Multitasking - May become the acted during conversations and not devote the necessary time and personal attention required to but meaningful relationship.  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.		X	C.		
Key Insight Narrative  Multitasking - May become the accreted using conversations and not devote the accessary time and personal attention required to builtimeaningful relationship.  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Key Insight Narrative Multitasking - May become a succeed during conversations and not device the necessary time and personal attention required to but meaningful relationships  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.		dividuals prefer weiety and no	multiple tasks, as oppor	ed to predictability and focusin	g on one thing at a
Multitasking - May become the acted during conversations and not device the necessary time and personal attention required to build meaningful relationships  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Multitasking - May become all acted during conversations and not devote the necessary time and personal attention required to but meaningful relationship.  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.	time.	60 00	9		
Multitasking - May become the acted during conversations and not device the necessary time and personal attention required to build meaningful relationships  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Multitasking - May become all acted during conversations and not devote the necessary time and personal attention required to but meaningful relationship.  Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.		00.0			
Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	Optimism  Carefree  The Definition  The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.					
Optimism  Carefree  The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.			ersations and not devote the ne	cessary time and personal atter	ntion required to bui
The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	meaningful relations	gs/C			
The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	C	, V			
The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	Optimism	)			
The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The Definition The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative Optimism - Should remain optimistic when interacting with others.	- 55	22 2X			
The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.		Concerned			Carefree
The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.					
The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.					
The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.  Key Insight Narrative	The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerne about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.	The Definition				
about what could go wrong.  Key Insight Narrative	about what could go wrong.  Key Insight Narrative  Optimism - Should remain optimistic when interacting with others.		dividuals have an optimistic ar	nd positive outlook under most	work circumstances as oppose	d to being concerne
Key Insight Narrative	Key Insight Narrative Optimism - Should remain optimistic when interacting with others.			, and the second	теления под	a a a a a a a a a a a a a a a a a a a
	Optimism - Should remain optimistic when interacting with others.					
	Optimism - Should remain optimistic when interacting with others.	Key Insight Narrativ	P			
Optimism Should remain optimistic when interacting with others.				ing with others		
	19 <b>8</b> 7	opullisiii - siloulu le	nam optimistic when interactil	ing with others.		

Skeptical

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Trusting

# **Key Insight Narrative**

Positive View of People - Likely somewhat guarded and skeptical of others, which may impact the ability to build trusting relationships.

# Work Intensity Unhurried Urgent

# **The Definition**

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried

# **Key Insight Narrative**

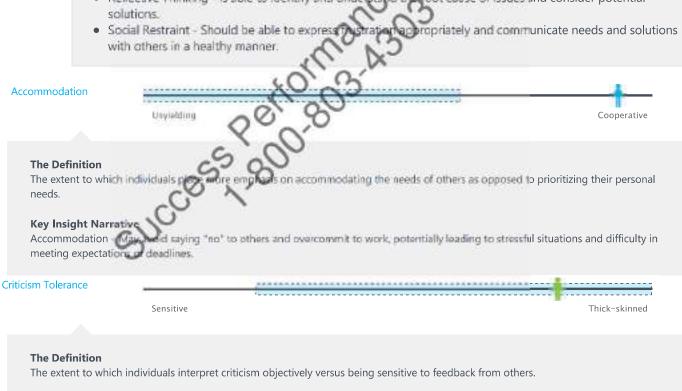
Work Intensity - Is likely to demonstrate a more relaxed work pace; may become disconnected from others when work becomes busy or

# **RESILIENCE**



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation May avoid saying "no" to others and overcoming potentially leading to stressful situations and difficulty in meeting expectations or deadlines
- Criticism Tolerance Open to constructive criticism, and is up hely to take feedback personally.
- Optimism May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking Is able to identify and under goot cause of issues and consider potential
- propriately and communicate needs and solutions



# **Key Insight Narrative**

Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.



# The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned

about what could go wrong.

# **Key Insight Narrative**

Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.

# The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

# **Key Insight Narrative**

Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.

Reflective Thinking Contemplative

### **The Definition**

The extent to which individuals thoroughly consider and sock out information, as opposed to being comfortable acting with limited information.

# **Key Insight Narrative**

Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.

Social Restraint Reserved

# **The Definition**

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

# **Key Insight Narrative**

Social Restraint - Should be able to express mustration appropriately and communicate needs and solutions with others in a healthy manner.

# STRATEGIC COMMUNICATION



The extent to when one communicates inside and outside the organization through multiple channels in ways that are cohe entremediately and drive the strategic objectives of the business.

- Assertiveness is likely to be reserved in communication style; may have difficulty taking a stand or delivering direct and compelling messages.
- Criticism Tolerance Should be able to communicate with others without becoming defensive or overly sensitive.
- Interpersonal Insight Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Optimism Should be perceived as optimistic and positive when communicating with others.
- Positive View of People Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- Sociability May have difficulty establishing rapport with others, and may be perceived as unapproachable.
- Social Restraint May be perceived as overly serious or too formal in business interactions.



The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

# **Key Insight Narrative**

Assertiveness - Is likely to be reserved in communication style; may have difficulty taking a stand or delivering direct and compelling messages.

Criticism Tolerance Sensitive Thick-skinned

# **The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

# **Key Insight Narrative**

Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.

Interpersonal Insight Observant

# **The Definition**

The extent to which individuals are aware of or "hined in" to others' feelings, motivations, and behaviors

# **Key Insight Narrative**

Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.



# The Definition

The extent to which individuals have an optimist and posterior behave under most work circumstances as opposed to being concerned about what could be wrong.

# **Key Insight Narrative**

Optimism - Should be perceived as optimistic and positive when communicating with others.



# **The Definition**

The extent to which individuals are musting and optimists in their outlook toward people, as opposed to being critical or cynical.

# **Key Insight Narrative**

Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.



# The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

# **Key Insight Narrative**

Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

------

Expressive Reserved

# **The Definition**

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

# **Key Insight Narrative**

Social Restraint - May be perceived as overly serious or too formal in business interactions.

# STRATEGIC THINKING



The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

- Assertiveness May be less likely to communicate ideas, solutions or opinions about the strategic vision of the business.
- Cautious Thinking Should be capable of taking risks which can lead to inn@ajon.
- Criticism Tolerance -Should be able to receive feedback objectively and use if to adjust and improve the
  vision.
- Realistic Thinking Is likely to balance practicality with creativity when determining a course of action.
- Reflective Thinking May overthink situations or gather more information than is necessary to complete the
  job.

# Assertiveness

Laid-back

Dominant

### **The Definition**

The extent to which individuals take the initiative with couple or singulations, rather than allowing others to take the lead.

# **Key Insight Narrative**

Assertiveness - May be less likely to communicate pleas, soil thous or opinions about the strategic vision of the business.

# **Cautious Thinking**

Immulate

Careful

# **The Definition**

The extent to which the visuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

# **Key Insight Narrative**

Cautious Thinking - Should be capable of taking risks which can lead to innovation.

# Criticism Tolerance

Sensitive

Imaginative

Thick-skinned

# **The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

# **Key Insight Narrative**

Criticism Tolerance -Should be able to receive feedback objectively and use it to adjust and improve the vision.

Realistic Thinking

----

Practical

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

# **Key Insight Narrative**

Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.

**Reflective Thinking** 

Surface level Contemplative

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

# **Key Insight Narrative**

Reflective Thinking - May overthink situations or gather more information than is necessary to complete the job.

Guccess, Partormance of Lincoln School Schoo

# **THOMAS AVERY**

**Chief Executive** 

success@super-solutions.com

Interview Date:
OPENING QUESTIONS
1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?
2. Tell me about what attracted you most to this position. What prompted you to apply for this job?
3. Describe your ideal work environment. In what type of rook culture do you feel you perform best?
4. We all have preferences when it cames to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do yet prefer from a manager? Why do you feel this helps you work most effectively?
COMPETENCY QUESTIONS
CULTIVATING LEADERS

Tell me about a time when you acted as a mentor or coach to someone. How did you influence that person, and what improvements did

you see in that person's knowledge or skills? What, if anything, did you gain from the relationship?



Tell me what things you have done in the past to ensure people who worked for you were given the resources and opportunities to grow. How did you decide which employees received which growth or development opportunities?

ANSWER:

# MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

# **EXECUTION FOCUSED**

Tell me about a leadership situation where you set a goal for your employees. How did you communicate your expectations to the employees and monitor employee performance? What was the result of your actions?

ANSWER:

Tell me about a time when you wanted to execute a large scale initiative that had high visibility within the organization. What were your considerations before the project began? How did you execute on the project? What went well? What would you do differently next time?

ANSWER:

# **LEADING LEADERS**

Walk me through your most significant experiences in leading people. Tell me about the type of work your group or team did, how many people you managed, and how you assigned work and organized the group to get the job done.

ANSWER:

ce Solution Eventually, every leader is faced with a crisis situation involving a significant business issue of Tell me about two of your most significant leadership crises, and how you addressed them.

ANSWER:

LEVERAGING RELATIONSHIPS ssue or interpersonal conflict that must be resolved.

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

# **RESILIENCE**

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

# STRATEGIC COMMUNICATION

Tell me about the last significant setback you had at work. What was the situation? What happaned? How did you react?

ANSWER:

LATEGIC COMMUNICATION

Tell me about a situation where you had to vary your control is attended a scrowling to the state of information you had to vary your control is attended a scrowling to the state of information you had to vary your control is attended as the state of information your second as a state of information your second your second as a state of information your second your second Tell me about a situation where you had to vacy your control of the sud ence that you were addressing and the type of information you were sharing. What was the saluation? What did you do? How did you determine whether your approach was effective? effective?

ANSWER:

Tell me about a time when you had to facilitate a group discussion in order to clarify issues and/or establish strategic direction. What was your approach? What was the outcome?

ANSWER:

# STRATEGIC THINKING

Tell me about a time when you had to build a long-term plan for your unit or business area. What was your process? What was most challenging about that exercise? Looking back, what were the strengths and limitations of your plan?

ANSWER:

Think about a time where you needed to find a solution for a complex problem at work. How did you approach this situation? What information did you gather? How did you arrive at a solution?

# **FOLLOW-UPS**

For the following competency(ies): Leading Leaders, Resilience, the included score Tell me about a time when you took an unpopular position at work. What we 'Listen for an ability to be direct and speak up when needed. scored above the match area for Accommodation. the situation? What was most challenging for you?

Successive

For the following competency(ies): Execution Focused, Leading Leaders, Strategic Communication, Strategic Thinking, the individual scored below the match area for Assertiveness.

Tell me about a work project where you led an initiative or were in charge of the project. How did you influence others to gain their support? What was the outcome?

(Listen for the ability to be forceful or influential when needed.)

For the following competency(ies): Making Sound Decisions, the individual scored below the match area for Cautious Thinking. Tell me about a time when you took a risk at work and it paid off. What about a time when you took a risk that you later regretted? How did those experiences influence your approach to decisions going forward?

(Listen for indications of wisdom and maturity in the individual's decision-making process.)
For the following competency(ies): <b>Leveraging Relationships</b> , the individual scored <b>above</b> the match area for Multitasking. What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?
(Listen for a tendency to become easily bored or uninterested in the work.)
For the following competency(ies): Resilience, the individual scored below the match area for Deficient.  Describe a situation in which you were frustrated by the obstacles you faced when trying to address an important goal at work. What caused the frustration? How did you handle it?  (Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)  For the following competency(ies): Cultivating Leaders, Execution Feb sed, Leading Leaders, Leveraging Relationships, Strategic Communication, the individual scored below the match area (at Resistive View of People.  What is your general approach in building work relationships and before 3 Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you grafully come to trust someone? What work experiences have led to this point of view?  (Listen for a tendency to be skeptical or suspice of others, rother than trusting and being open to others.)
For the following competency(ies): <b>Strategic Thinking</b> , the individual scored <b>above</b> the match area for Reflective Thinking. What factors do you take into account when making a decision? Can you give a recent example of a big decision you made, and your thought process for deciding?  (Listen for an ability to think through possibilities without getting lost in the details or over-thinking an issue.)
For the following competency(ies): <b>Cultivating Leaders, Strategic Communication</b> , the individual scored <b>below</b> the match area

CONFIDENTIAL

©2020 OUTMATCH, ALL RIGHTS RESERVED

Generated 6/19/2020 | Pg. 22

for Sociability. Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others? (Listen for the ability to engage others socially when needed.) For the following competency(ies): **Strategic Communication**, the individual scored **above** the match area for Social Restraint. Tell me about a time when you felt you were misunderstood by someone at work. What was the situation? Why did they misunderstand your intentions or the way you felt? Have you had other similar interactions that you recall? Give examples. (Listen for an ability to connect with others rather than coming across as reserved or interpersonally rigid.) Solution For the following competency(ies): Execution Focused, the individual scored below the match area for Work Independence.

Give me an example of a work situation in which you asked others for assistance and another in which you could have asked for assistance but did not. In each case, why or why not?

(Listen for a tendency to rely on others too much.)

For the following competency(ies): Cultivating Leaders, Execution Focused, Leading Leaders, Leveraging Relationships, Making Sound For the following competency(ies): Cultivating Leaders, Execution Focused, Leading Leaders, Leveraging Relationships, Making Sound Decisions, the individual scored below the much area for Work Intensity. Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these columnstances? What was the result? (Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?