



DNA Profile

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About This Profile

Our behavioral traits

We all have basic personality traits which determine how we are likely to behave. The PeopleBest Behavioral Assessment measures personality in 5 major categories, commonly called "The Big 5" personality measures. These major categories are known by the letters O, C, E, A, and N. In the PeopleBest Behavioral Assessment these stand for Originality, Channeling Effort, Extroversion, Agreeableness and Nature of Reaction. Each of these major categories have 5 to 6 behavioral traits grouped under them which determine the overall major category score. Definitions of these traits are presented on page 3 of this profile.

How the scoring works

Depending on how assessment choices compare with the general population, a score for each trait is assigned based upon a 10 point scale. It is important to realize that high or low scores are neither inherently "good" or "bad". They simply represent how an individual is most likely to behave, all things being equal. Certainly, for every score on the continuum from 1 to 10 there is an upside and a downside. It is also quite possible to behave in a way which differs from one's most natural score, but it does take energy and effort and is most often in response to a specific situation. The score on this assessment represents the behavior which is most natural, takes the least energy and effort, and will be observed in the individual most often.

Behavior can vary with the situation

A unique characteristic of the PeopleBest Behavioral Assessment involves what we call "situational behavior". In these cases, the results will deliver two scores in a behavioral trait. This means there are two distinct behavioral tendencies within an individual behavioral trait - one of them the more "natural" trait or style and another which is typically exhibited in response to a specific situation or stimulus. We encourage you to reflect carefully to determine what you believe could be the cause.

Our guide for these scores are as follows:

- Single Trait Score – Shows your "natural" score
- Two Trait Scores – The dark score shows your "natural" score and the light score shows your "situational" score

Situational behavior can be a healthy response to the demands within your personal or professional environment. It is not unusual for us to make an effort to behave differently to meet challenges of the day. For example, your basic personality could cause you to normally avoid details, instead preferring to think conceptually, "big picture" if you will. However, if you have a job or are involved with a project which involves significant detail, you may alter your normal approach and pay much more attention to the details. This is entirely appropriate; just recognize that this may take great effort and diligence on your part.

About your scores

It is important to remember that there are no right or wrong answers or results contained herein. We all have a basic personality and we all, at times, behave in a way which is different or which requires either conscious or unconscious effort. This is all perfectly natural and is a tribute to the human spirit which is quite adaptable. The key to effective behavior is the understanding of our natural tendencies. In this way we can leverage areas where our behaviors meet the demands of our environment. And we can compensate in areas where our natural behavior is not as effective. Please accept our sincere encouragement as you embark on this important area of self discovery. By properly interpreting this data - and acting on it - you can greatly increase both your effectiveness and satisfaction with your endeavors. We wish you all the best!

Behavioral Trait Definitions

O - Originality	Sense of adventure, imagination and curiosity
O1 - Creativity	Creating new ideas and originating concepts
O2 - Learning	Continuous learning of new ideas and concepts
O3 - Change Response	Ability to adapt and embrace changes in ones environment
O4 - Detail Orientation	Degree to which one tends to avoid details
O5 - Decisiveness	Ability to make quick, fact-based decisions
O6 - Mobility	Finding adventure in travel and changing work locations

C - Channeling Effort	Efficient and effective pursuit of goals and objectives
C1 - Self Responsibility	Accepting personal responsibility and avoiding blame of others
C2 - Structure	Desire for orderly process and organization
C3 - Goal Oriented	Setting ambitious and challenging goals in support of objectives
C4 - Follow Through	Determination to fulfill one's commitments
C5 - Deliberateness	Methodical analysis of data and facts
C6 - Self Assurance	Trust and confidence to provide the right solutions

E - Extraversion	How much one enjoys the stimulus of people and groups
E1 - Friendliness	Warmth, encouragement and approachability perceived by others
E2 - Sociability	How much one enjoys working consistently with other people
E3 - Vitality	How consistently one maintains their energy and stamina
E4 - Influence	Persuasiveness in presenting ideas, views and opinions
E5 - Take Charge	Desire to take charge and lead others
E6 - Tact	Sensitivity to the consequences one's words have on others

A - Agreeableness	Placing importance on harmony and agreement with others
A1 - Empathy	Being concerned with others' feelings
A2 - Agreement	Seeking agreement rather than challenging others' positions
A3 - Humility	Neither seeking nor being comfortable with recognition
A4 - Collaboration	Desire to be part of a work team
A5 - Trust of Others	Naturally trusting that others will do as they say
A6 - Compliance	Supporting and placing faith in direction from authority

N - Nature of Reaction	How one responds to situations and stress
N1 - Worry	How easily one is worried about situations and outcomes
N2 - Emotion	How frequently and quickly one experiences strong emotions
N3 - Crisis Response	Level of difficulty staying composed and thinking clearly in crisis
N4 - Recovery Time	How much time it takes to regain positive outlook after adversity
N5 - Intensity	Internal pressure to perform and work hard during stressful times



O - Originality

Sense of adventure,
imagination and curiosity

Tactical Executes Adaptable Originates Strategic

[7] The source of new ideas and an advocate of new technology, improved processes and organizational growth. Promotes change and is typically willing to learn enough to gauge if change can prove beneficial or is change simply for the sake of change.

O1 - Creativity

Creating new ideas and
originating concepts

Totally Practical Doing Improves Process Dreaming Impractical Dreaming

[10] Typically, is known and prides self as "out of the box" thinker, an "idea machine". Constantly comes up with new ideas and sees the world through the lens of what is possible, not what exists.

O2 - Learning

Continuous learning of new
ideas and concepts

Infrequent Pursuit Purposeful Interested Self Initiated Constant Pursuit

[5] Learns what is required to maintain expertise in chosen field. Ventures out from time to time to learn about broader areas of interest. Takes a practical rather than a passionate approach to learning.

O3 - Change Response

Ability to adapt and embrace
changes in ones environment

Preserves Status Quo Needs Convincing Evaluates Embraces Indiscriminate Change

[3] Does not readily embrace change and is more comfortable executing existing routine and processes. Not closed to change, however, if benefit becomes clear after study and inspection.

O4 - Detail Orientation

Degree to which one tends to
avoid details

Preoccupied with Detail Pursues Detail Reasonably Detailed Focus on Big Picture Avoids Detail

[7] Prefers to spend time in theoretical, abstract and conceptual thinking as opposed to addressing the details. However, not to the point where detail is ignored, and decisions lack attention to the facts. Quickly bored by routine details.

O5 - Decisiveness

Ability to make quick,
fact-based decisions

Slow/Risk Averse Assures Outcome Evaluates Risk Comfort with Ambiguity Rapid/High Risk

[8] Prides self on ability to quickly decide based upon the available facts. Does not totally ignore the downside and can slow down if needed. Quickly adds to personal knowledge base if required and often makes use of the expertise of others.

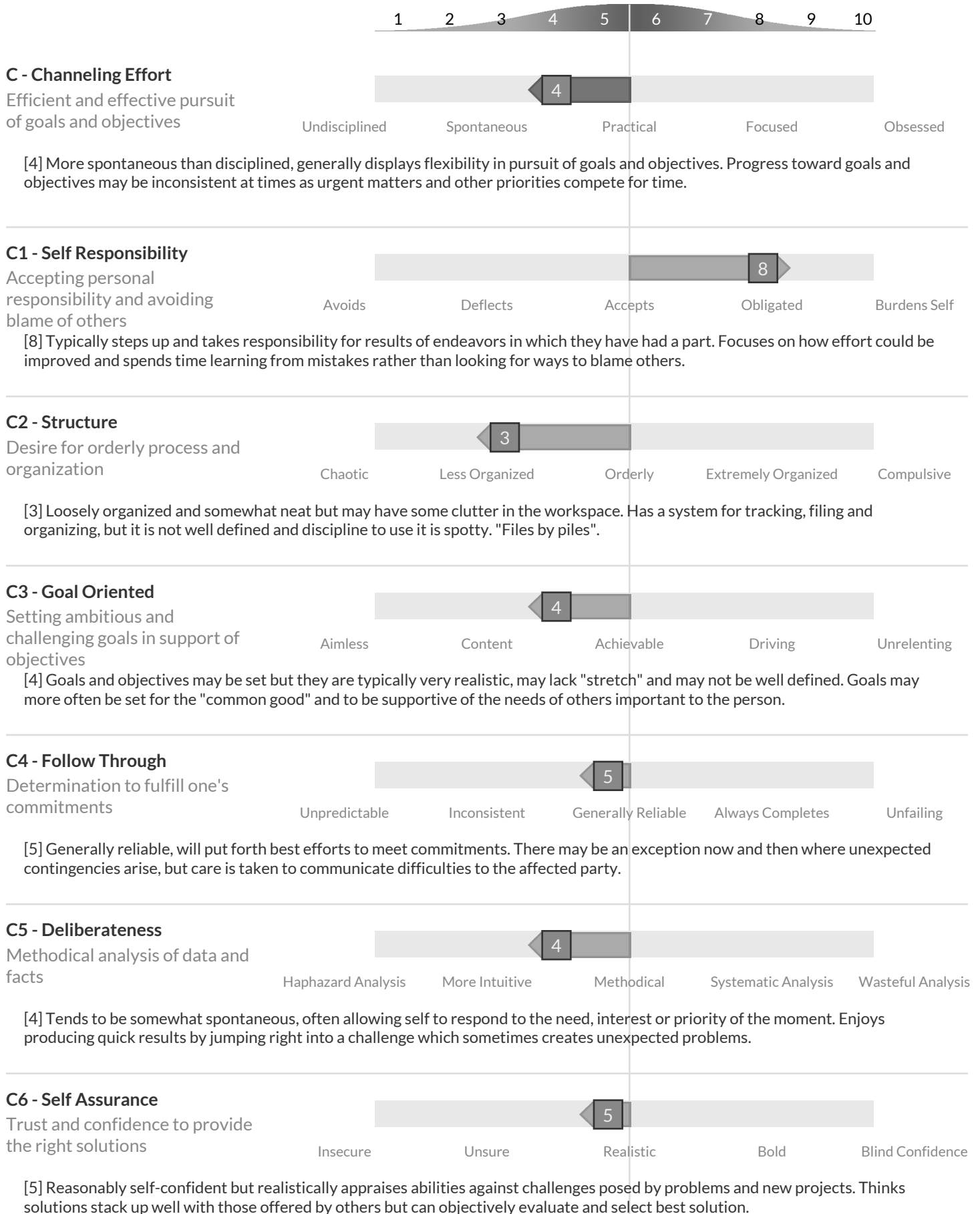
O6 - Mobility

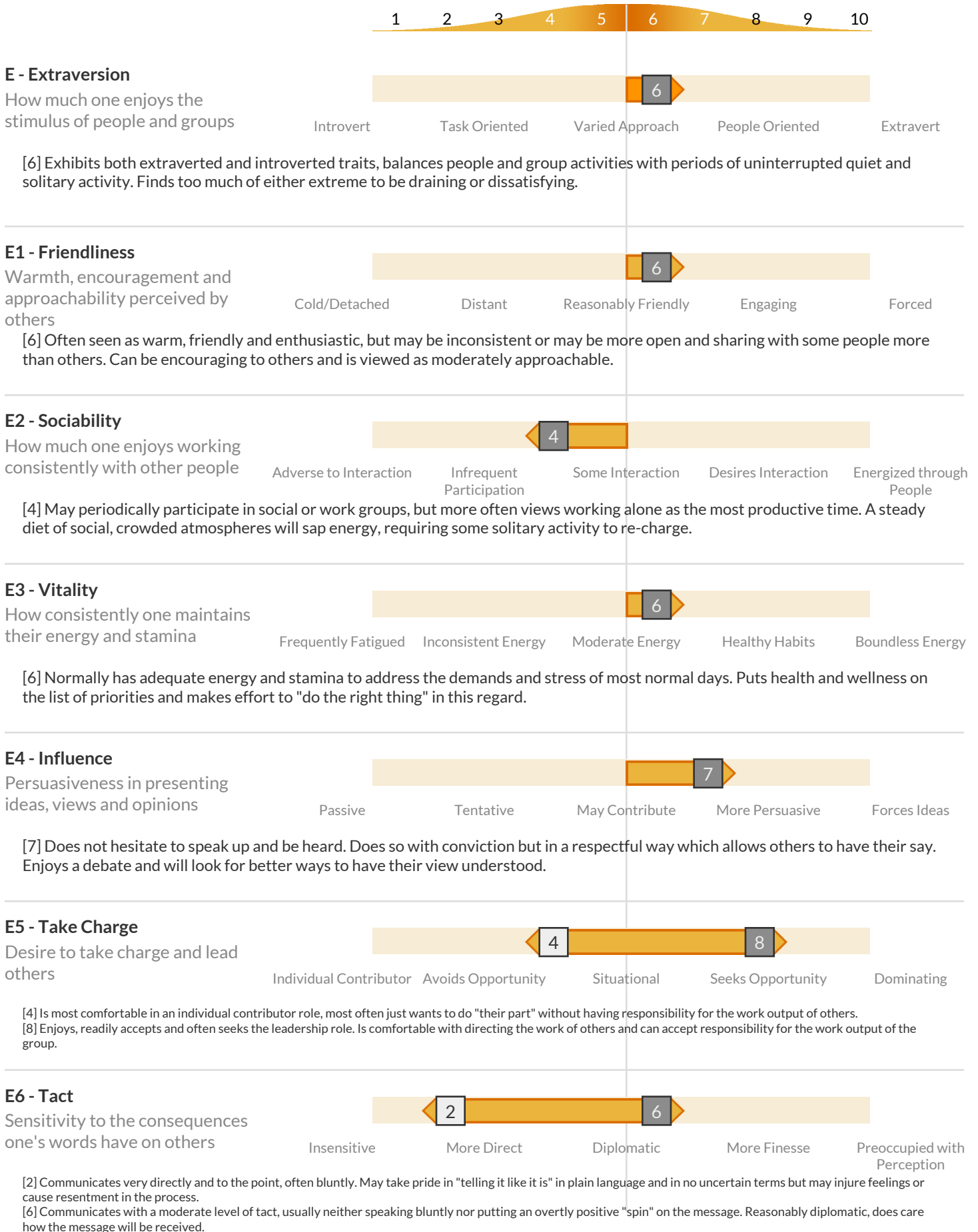
Finding adventure in travel and
changing work locations

Anchored Reluctant Accepting Welcomes Craves New Experiences

[3] May be willing to travel periodically but tries to keep to a minimum and feels it should be planned well in advance. Likely wants to maintain balance of time devoted to work and personal life and may view extensive or unplanned travel as intruding on that balance.

[8] Enjoys frequent travel and can function well in a job which requires it. Believes in the value of face-to-face contact as a means to effectively push toward objectives and will not let an extra trip or two stand in the way.

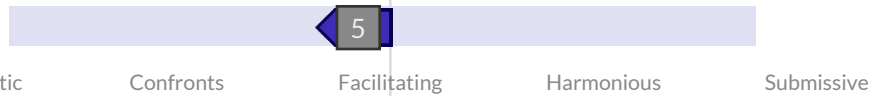






A - Agreeableness

Placing importance on harmony and agreement with others



[5] Exhibits a balanced give-and-take in their relations with others. Sometimes supportive of their own positions and needs, while at other times focusing on the needs of others and the team.

A1 - Empathy

Being concerned with others' feelings



[6] Moderately in tune with the emotions, feelings and problems of others. Will consider these "people" factors in a balanced way with other facts and evidence when making a decision.

A2 - Agreement

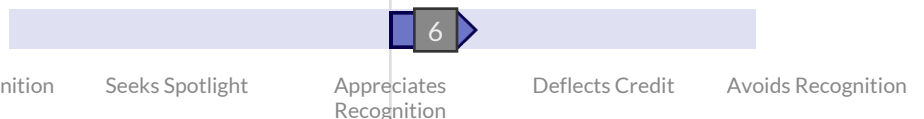
Seeking agreement rather than challenging others' positions



[6] Can take a position and state viewpoint even if it causes conflict or disagreement but may not consistently do so. Appears fair-minded to others and can rationally exchange differing viewpoints.

A3 - Humility

Neither seeking nor being comfortable with recognition



[6] Appreciates credit, praise and recognition for a job well done, but does not go out of the way for it. Can show some humility and can share the spotlight.

A4 - Collaboration

Desire to be part of a work team



[6] Equally enjoys both individual and group endeavors, believes there is a place for each approach. Comfortable operating alone at times but can bring skills and talents effectively to a group effort at other times.

A5 - Trust of Others

Naturally trusting that others will do as they say



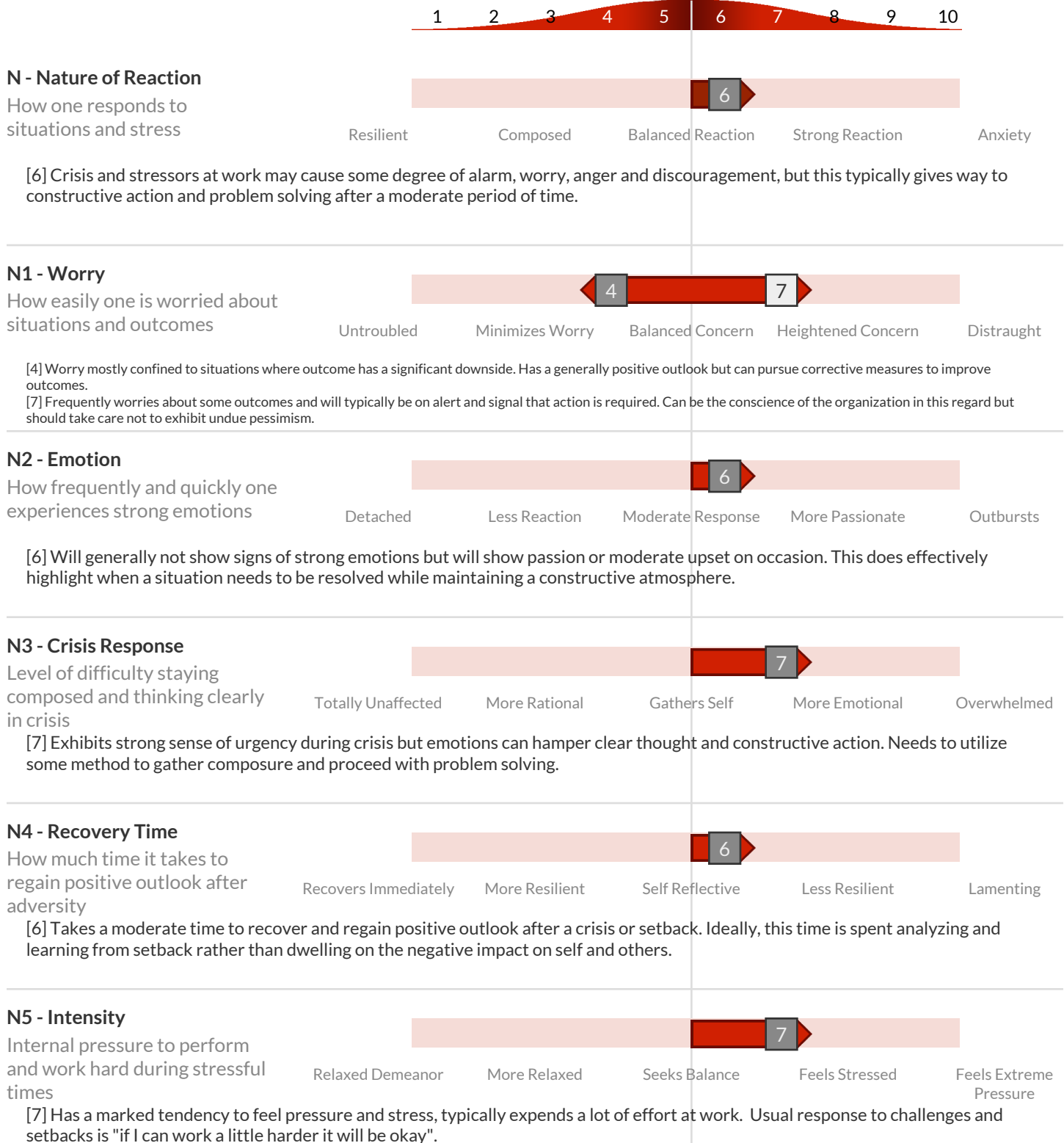
[6] Looks at each situation individually and consciously decides whether individuals can be trusted to deliver on their commitments. This balanced approach allows taking people at their word but being aware of evidence to the contrary.

A6 - Compliance

Supporting and placing faith in direction from authority



[3] Somewhat resisting of direction unless it aligns with personal preference and approach. Feels free to ask questions about rationale for directives and will extend support if in agreement.



O - Originality

O1 - Creativity

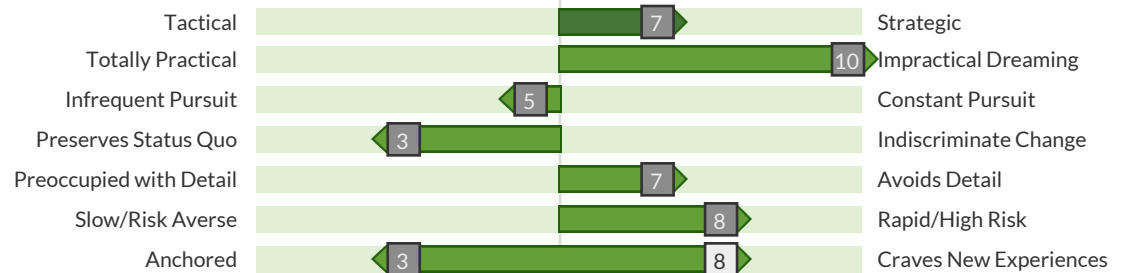
O2 - Learning

O3 - Change Response

O4 - Detail Orientation

O5 - Decisiveness

O6 - Mobility



C - Channeling Effort

C1 - Self Responsibility

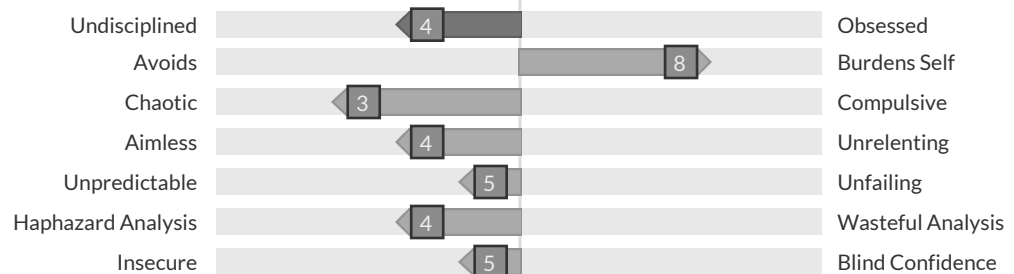
C2 - Structure

C3 - Goal Oriented

C4 - Follow Through

C5 - Deliberateness

C6 - Self Assurance



E - Extraversion

E1 - Friendliness

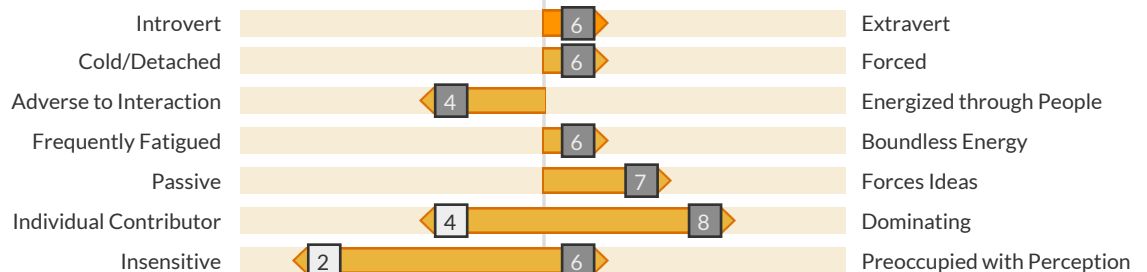
E2 - Sociability

E3 - Vitality

E4 - Influence

E5 - Take Charge

E6 - Tact



A - Agreeableness

A1 - Empathy

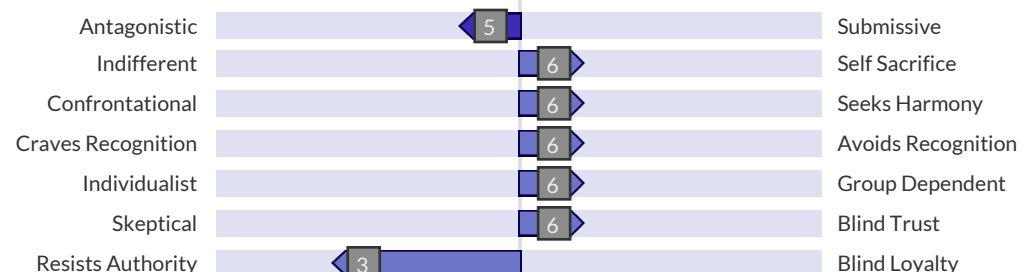
A2 - Agreement

A3 - Humility

A4 - Collaboration

A5 - Trust of Others

A6 - Compliance



N - Nature of Reaction

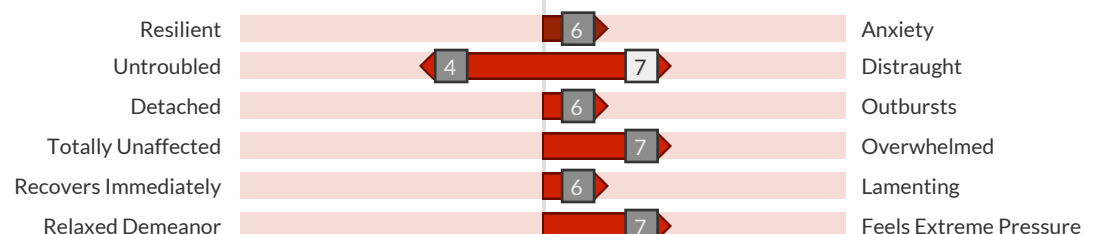
N1 - Worry

N2 - Emotion

N3 - Crisis Response

N4 - Recovery Time

N5 - Intensity



Introduction to Competencies

What is a Competency?

A competency can be defined as "a set of underlying characteristics which, when applied in an engaged manner, results in effective and/or superior performance in a job". The behavioral trait scores presented earlier in this profile have undergone another level of analysis to determine how supportive they are of each competency in the selected set.

Does a High or Low Competency Score Mean I am Strong or Weak in a Certain Area?

It is very important to note that these competency percentile scores do not reflect actual job performance. Rather, they simply represent the behavioral trait component of a competency. Actual competence and job performance in a given area may depend on behavioral traits PLUS technical skill, industry knowledge, cognitive ability, education, experience, motivation and attitude. While the behavioral trait component of this mix can be reasonably predictive of job performance, it is possible to perform adequately or even strongly in a competency even if the behavioral traits are not clearly supportive. However, it takes greater energy, focused effort, self awareness and perhaps some type of strategy to compensate for the lack of behavioral trait support. Conversely, supportive behavioral traits do not automatically result in competence, although they usually indicate that training and experience could quickly build competence.

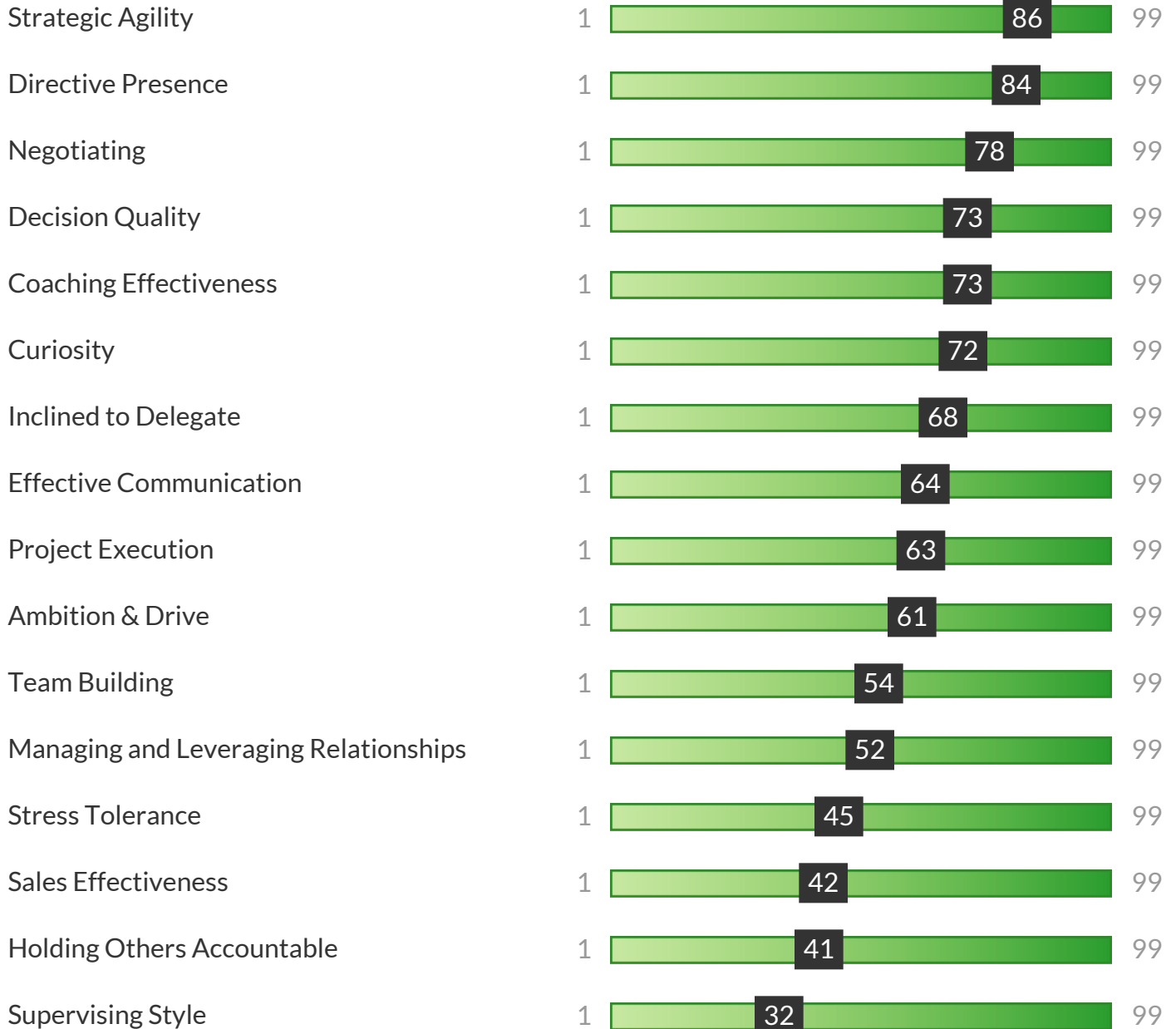
How Do I Read and Use the Competency and Trait Scores?

Each competency is displayed with the behavioral traits that are typically called upon for proficiency in the competency. The composite supportive strength of the behavioral traits is expressed on a percentile scale (1-99) as compared with the PeopleBest database. Each behavioral trait scale shown for a competency has a range on the 10 point trait scale which is most supportive in relation to the competency. The range designation for a competency is indicated using a 'rectangle' shaped bar that shows the score in a black box indicating the mathematical formula for the supporting traits shown below. Trait scores are shown using a 'wedge' shape in which the direction of the wedge shows the direction that best supports the given competency. In some cases there may be intermediate "blends" scores which are expressed as percentiles and build up to the overall competency percentile score.

The narrative underneath each of the traits listed explains how the trait relates to the competency. This competency information should be used to make intelligent choices on how to leverage one's behavioral traits that are supportive and how to compensate for behavioral traits that are not as supportive.

Competency

Trait Support Score



Strategic Agility

Sees ahead clearly; can anticipate future consequences of decisions made and forthcoming trends accurately.

Competency Percentile Score



Future Focus

Envisions future change which will impact the organization, and looks for the opportunity associated with that change.



Goal Oriented

A drive to make an organization thrive in the future and the willingness to set stretch goals.



Change Response

Sees the opportunity in change, no matter how threatening it may initially appear to be.



Learning

Cutting edge advantage is seldom obvious and takes research and an appetite for learning.



Brainstorming

Original or creative thinking unfettered by convention, devoid of existing paradigms and not grounded in reality.



Deliberateness

Brainstorming future possibilities is by nature a spontaneous activity which requires one to proceed down some initially non-productive paths.



Detail Orientation

It is difficult to brainstorm ideas when mired in details.



Creativity

Doesn't just come up with radical ideas for new challenges, but also matches up combinations of new/old technologies to new/old challenges.



Conceptual Planning

Thinks creatively and has an open mind about how to approach challenges.



Structure

An organized individual more effectively gathers the information required for planning and is more effective at balancing resources.



Detail Orientation

Considers details and facts for the purpose of assimilating them into the big picture, allowing effective planning across the function or enterprise.



Creativity

Thinking of a new approach is the crux of effective planning.



Directive Presence

Personally committed and vested in the success of the organization's endeavors. Establishes vision and goals to take organization into the future, clearly and completely communicating direction to all stakeholders.

Competency Percentile Score



Providing Direction

Guided by ambitious objectives, decides upon course of action and provides clear expectations to followers.



Take Charge

Comfortable taking overall responsibility assigned to a group; desires to direct the team.



Influence

Clearly advocates a course of action; persuasively and persistently influences others on what direction they should take.



Goal Oriented

Establishes the vision and supporting goals and objectives that provide clear direction to own areas of responsibility.



Decisiveness

Thinks through ambiguity more comfortably than most, can accept risk that causes some to become hesitant, and decides on direction more quickly than others.



Leveraging Viewpoint

Confidently takes a position and persuasively defends it against challenging points of view with the surety that one is in the right.



Agreement

Readily challenges the point of view of others, can take a very strong position and is comfortable defending it even if conflict occurs.



Influence

Consistently and persistently advocates point of view; undeterred by all but the most compelling arguments presented by others.



Self Assurance

Confident in ability to make good decisions and problem solving ability will be up to the challenge. Believes that solutions offered are generally equal to or superior to those advocated by others.



Leadership Engagement

Setting ambitious yet achievable goals and objectives and internalizing the commitment of self and team to reach the goals.



Collaboration

Believes in the strength of the team, effectively utilizing all available talent and resources.



Take Charge

Engaging in the leadership role carries with it a comfort level in directing the work of others and accepting responsibility for their work output.



Goal Oriented

The quest for achievement and excellence causes one to refuse to accept the mediocrity associated with settling for anything less than achievement of objectives.



Self Responsibility

Feeling a personal obligation toward fulfilling commitments causes one to intellectually and emotionally engage and redouble efforts when difficulties arise.



Negotiating

Skilled at analyzing the situation and crafting a unique approach and strategy, comfortable taking a position and defending it, composed during debate and discussion, even when the stakes are high.

Competency Percentile Score



Emotional Composure

Capable of challenging others' points of view without displaying emotion or allowing emotions to impact clarity of thinking.



Crisis Response

Does not let emotions impact thinking when the stakes are high; always in a clear thinking, problem solving mode.



Emotion

Does not readily display how one feels about a situation, can be difficult for others to understand personal views and attitudes and react accordingly.



Agreement

Likelihood of conflict or disagreement does not deter from taking a strong position in a comfortable and convincing manner.



Leveraging Viewpoint

Confidently takes a position and persuasively drives it to prevail against challenging points of view with the surety that one is in the right.



Agreement

Readily challenges the point of view of others, can take a very strong position and is comfortable defending it even if conflict occurs.



Influence

Consistently and persistently advocates point of view; undeterred by all but the most compelling arguments presented by others.



Self Assurance

Confident in ability to make good decisions and problem solving ability will be up to the challenge. Believes that solutions offered are generally equal to or superior to those advocated by others.



Formulating Strategy

Thinks of approach unique to the situation, analyzes likelihood of success and pushes forward with calculated risk.



Empathy

Has ability to understand the emotions and motivations of others without being too accommodating or giving away advantage.



Deliberateness

Reasonable analysis of data and/or facts allows one to proceed on a sure-footed basis during negotiations.



Decisiveness

Has a comfort level with ambiguity and risk that allows consideration of a myriad of possibilities while maintaining focus to arrive at a decision.



Creativity

Oriented to think of new and potentially unique approaches, perhaps unconstrained by convention or paradigm, that may offer significant advantage.



Decision Quality

Makes good, timely decisions based upon sound, rational analysis.

Competency Percentile Score



Priority Setting

Having a frame of reference which allows one to differentiate that which is really important from that which is simply urgent.



Intensity

Those with lower Intensity scores tend to seek to leverage their efforts toward the most important things and prioritize well as a result.



Goal Oriented

Unfocused goals or direction leads to an unproductive path. Clear objectives are essential to clear priorities and high quality decisions.



Decisiveness

Those who are decisive in making judgment calls are essential to the priority setting process because they are comfortable setting direction without all the facts.



Balanced Analysis

Devotes quality time analyzing the facts and various alternatives to arrive at a recommendation which can be defended and explained.



Crisis Response

Sound decisions are seldom made when emotions are high.



Deliberateness

Striking a good balance between analysis and intuition is most easily done by those with moderate scores.



Detail Orientation

Paying adequate attention to the details while being able to assemble them into the bigger picture is a key component to quality decisions.



Drives Group Consensus

Commitment to seek group input and discussion before making timely decisions.



Influence

A decision which has been thoroughly debated has been thoroughly vetted.



Collaboration

Those who tend to collaborate believe that securing team input is essential to high quality decisions, even if other team members are less familiar with the issue.



Decisiveness

The willingness to make difficult calls in the face of risk and ambiguity is typical of those who are comfortable with decision making.



Coaching Effectiveness

Enjoys and makes time for teaching and developing people's capabilities and competency. Shares current knowledge, ensures that subordinate is able and willing to perform assigned tasks.

Competency Percentile Score



Optimize Bandwidth

Coaching is an elective exercise. Those who make sure they have the time and energy to devote to it will coach more consistently.



Intensity

It is difficult to effectively coach when feeling overworked and stressed. Balance and a relaxed demeanor makes the subject feel more valued.



Vitality

Those with consistently high energy are less afraid that coaching will take away from other activities. They also can accept that coaching is an investment and initially takes more time.



Follow Through

Coaching needs to be like any other commitment involving a bandwidth of time and effort to make sure progress is made.



Mobility

Good coaching requires reliability to meet scheduled sessions. Otherwise, effectiveness can be compromised.



Instructiveness

Proficiency in sharing information and teaching others.



Self Assurance

Good instructors have self confidence and the belief that they can and will positively impact the situation.



Influence

Effectively persuading others is vital to educating others as it helps convince them to consider the message and to perhaps expand their comfort zone.



Learning

People who are constantly learning are likely to be deeply knowledgeable in their area of specialty and are better equipped and normally more eager to teach others.



Focusing on Others

Exhibiting understanding, encouraging others to communicate freely and really caring about their success and well being.



Humility

Making it about the other person rather than about self quickly becomes apparent to others, inviting them to more fully participate and open up.



Empathy

Caring about the emotional well-being of others sheds light on needs and motivations. It also causes more people to seek them out for advice and counsel.



Friendliness

Being friendly and approachable increases the likelihood that people will be at ease and will communicate freely and openly.



Curiosity

Having an attitude that allows one to be extraordinarily interested in a wide range of things, asking questions to drive deeper understanding and knowledge.

Competency Percentile Score



Creativity

Belief that one is capable of coming up with viable new ideas requires a curiosity about what the possibilities are.



Change Response

Viewing change requirement as positive, as opportunity instead of threat, is often driven by a curiosity about what the new future holds.



Learning

The quest to learn is often fueled by the desire to leverage new knowledge to advantage in future endeavors. This requires asking questions to deepen understanding of the subject.



Inclined to Delegate

Naturally thinks of the most appropriate person to perform a task, manage a project – not necessarily one's self.

Competency Percentile Score



Distributes Work

Comfortable with assigning work to others, avoiding martyrdom of trying to accomplish everything by one's self.



Intensity

A calm demeanor helps one consider a new challenge without internalizing pressure to do more one's self.



Trust of Others

Distributing work requires trust that people can be taken at their word when they make the commitment to execute.



Self Responsibility

A more moderate score is less likely to fall prey to thinking "this must be done correctly, it is easier to do it myself".



Detail Orientation

Considers details and facts for the purpose of assimilating them into the big picture, allowing effective planning across the function or enterprise.



Conceptual Planning

Thinks creatively and has an open mind about how to approach challenges.



Structure

An organized individual more effectively gathers the information required for planning and is more effective at balancing resources.



Detail Orientation

Considers details and facts for the purpose of assimilating them into the big picture, allowing effective planning across the function or enterprise.



Creativity

Thinking of a new approach is the crux of effective planning.



Effective Communication

Is effective at getting the point across in a manner in which the audience will understand and accept. Is confident, current on many topics, enjoys being around people and quickly builds a rapport with others.

Competency Percentile Score



Knowing the Audience

Invests time and energy to determine what is important to the audience by understanding their interests, motivations and feelings.



Empathy

The capacity to consider the emotional needs and motivations of the audience in an objective manner allows one to frame the message most effectively.



Friendliness

Exhibiting warmth, a welcoming manner and approachability, puts others at ease and encourages them to share their thoughts and feelings.



Learning

Being conversant on a wide range of subjects increases the likelihood of finding something in common with the audience, which almost always broadens the conversation.



Social Confidence

The power to be one's self in a social setting, gaining energy from social interaction, having a belief that interactions will be positive.



Self Assurance

An optimistic attitude borne of a belief that one will be successful in the endeavor greatly increases the chances of getting one's point across.



Sociability

Gaining enjoyment from working with and around others makes it much easier to communicate effectively than is the case when social settings are draining.



Enthusiasm

Brings a zeal to the message, conveying thoughts in a passionate, lively and persuasive manner.



Influence

The belief in one's message creates an urgency to advocate for the message in a very persuasive manner.



Vitality

Those with a high level of energy can make the message sparkle, quickly drawing others in, often exhibiting charisma.



Emotion

Displaying how one feels about the subject in a passionate manner adds zest to one's message.



Project Execution

Defines complex problems involving people and process, then collaboratively crafts a solution that addresses the root cause of the problem.

Competency Percentile Score



Closure

The willingness to firmly push one's self and others through an organized process to achieve the committed outcome.



Follow Through

The commitment to finish the effort, no matter what, is a prime catalyst for closure.



Structure

The problem solving process is most often a project which requires a consistent and organized approach



Agreement

Clearly stating and defending one's position in a fair manner constitutes effective negotiating and a sense of urgency which serves to move the problem solving process along.



Investigating Solutions

Drives root cause analysis, brings one's own new ideas to the table, pursues new developments in the field to build a list of possible solutions, then analyzes the best course of action.



Deliberateness

The ability to thoroughly analyze facts and data helps to both define the problem (root cause) and to evaluate the best solution among the many possibilities suggested.



Learning

The commitment to maintain cutting edge knowledge often locates ideas pioneered by others that can be adapted to solve the current problem. It doesn't have to be "invented here".



Creativity

The best solutions often require creative thinking and the ability to think outside of conventional or traditional methodology.



Rallying the Team

Takes personal ownership of the problem, steps up and takes charge of a team effort committed to a positive outcome.



Crisis Response

Clear thinking during trying times inspires confidence and is crucial to both speed and quality of problem solving. Problems sometimes deliver unexpected, multiple crises



Collaboration

Conveying that our collective effort around a common goal will lead to extraordinary results inspires the team to give their best in addressing obstacles.



Take Charge

Stepping up and showing leadership at a time when a problem is causing worry or discouragement in the troops inspires confidence that a solution is possible or probable.



Self Responsibility

Personal ownership of a problem is required when defining and solving it.



Ambition & Drive

Sets ambitious goals and energetically, confidently drives to achieve those goals. Has perseverance to overcome obstacles and the initiative to make informed and timely decisions to move the process forward.

Competency Percentile Score



Sustained Effort

Has the inclination and ability to work as hard as required over whatever time is needed.



Intensity

Inclination to work harder than most to succeed often tips the balance toward achievement



Vitality

Personal investment in health and well being is required to sustain high energy and to keep going without wearing down, no matter what the effort.



Takes Initiative

Initiates setting of objectives, selects course of action and demonstrates a sense of urgency which drives purposeful action.



Follow Through

The absolute intention to follow through to meet goals and objectives brings a sense of urgency to both individual and group efforts.



Decisiveness

Acceptance of reasonable risk and ambiguity makes it easier to quickly chart a course of action and to take on things that others perhaps may not try.



Goal Oriented

Stretch goals provide the inspiration to get started on new initiatives with a well-defined sense of purpose.



Goal Focused

Has well defined goals and the optimism and confidence to overcome adversity and maintain focus.



Recovery Time

Rises up after a setback and renews effort and motivation as pursuit of ambitious goals often takes a path through adversity



Self Assurance

Has an optimism that allows the setting of stretch goals and confidence to pursue those goals independently or with others



Goal Oriented

Sets well defined and measurable goals that require a stretching of one's capabilities to meet them.



Team Building

Creates a collaborative climate where people want to do their best. Purposefully assembles team with required skills and behaviors. Is personally vested in creating maximum value for the organization from the people on the team.

Competency Percentile Score



Servant Attitude

Executing, pursuing objectives and giving of oneself for the benefit of others.



Trust of Others

Believing that people will live up to expectations if they are treated inclusively and with respect; giving others a good reputation to live up to.



Collaboration

Providing service to others with the expectation that those served will be inspired to serve, building an effective team effort.



Humility

Believing that personal contributions do not need accolades, that recognition should go to all who contribute; finding satisfaction simply in a job well done.



Leadership Engagement

Setting ambitious yet achievable goals and objectives and internalizing the commitment of self and team to reach the goals.



Collaboration

Believes in the strength of the team, effectively utilizing all available talent and resources.



Take Charge

Engaging in the leadership role carries with it a comfort level in directing the work of others and accepting responsibility for their work output.



Goal Oriented

The quest for achievement and excellence causes one to refuse to accept the mediocrity associated with settling for anything less than achievement of objectives.



Self Responsibility

Feeling a personal obligation toward fulfilling commitments causes one to intellectually and emotionally engage and redouble efforts when difficulties arise.



Team Orientation

Enjoys operating in a team setting, seeking to understand and motivate team members. Inspires self and others to fulfill commitments and not let team members down.



Empathy

Seeks to understand the motivations and feelings of others ; doesn't ever want to let team members down by not fulfilling personal commitments to team effort.



Collaboration

Thinks "team" first and believes that most initiatives are more effectively accomplished through teamwork.



Sociability

Truly enjoys working with others, gains energy in group settings and looks forward to future interactions and success.



Managing and Leveraging Relationships

Able to make a connection with others in a caring, approachable manner. Is able to manage and build upon the relationship, making it both stronger and deeper by creating trust and understanding.

Competency Percentile Score



Leveraging Viewpoint

Confidently takes a position and persuasively defends it against challenging points of view with the surety that one is in the right.



Agreement

Readily challenges the point of view of others, can take a very strong position and is comfortable defending it even if conflict occurs.



Influence

Consistently and persistently advocates point of view; undeterred by all but the most compelling arguments presented by others.



Self Assurance

Confident in ability to make good decisions and problem solving ability will be up to the challenge. Believes that solutions offered are generally equal to or superior to those advocated by others.



Deepening Relationships

Building stronger relationships through caring, sharing and creating a trust that makes others comfortable working closely and revealing confidences.



Trust of Others

Trusting others to do the right thing and giving them a good reputation to live up to is a powerful influence on others to invest more deeply in a relationship.



Collaboration

The feeling of a mutually invested collective effort establishes common purpose and deepens the bond between team members.



Empathy

An attitude of wanting to be helpful creates a mutually beneficial relationship for each person.



Connecting With Others

Quickly establishes acquaintances due to approachability, caring about others and enjoyment of social situations.



Empathy

Asking people about themselves – and caring about the reply – puts others at ease and makes the encounter memorable.



Sociability

Expanding a network of relationships is made easier by enjoyment of social interaction and gatherings.



Friendliness

Maintaining a friendly, approachable demeanor draws people in and makes acquaintances quickly.



Stress Tolerance

Controls stress and worry, staying composed to allow clear thinking and problem solving. Sees the possibilities and opportunity during times of change and crisis.

Competency Percentile Score



Searches for Alternatives

Believes change may be desirable, will address the source of stress with new approach on a timely basis, undeterred by some degree of ambiguity and risk.



Decisiveness

Even attractive alternatives and methodologies carry with them some degree of risk and the unknown. Making a timely move to pursue alternative approaches requires good decision-making.



Change Response

Responds to external changes by considering alternate approaches and processes. Analyzes situations and solutions from a fresh viewpoint.



Learning

Being on the lookout for new ideas and methods that can be adapted to the current situation can limit the duration and severity of stressful problems.



Energy Reserve

Invests in physical wellness, maintaining the strength and energy to combat stress. Keeps things in perspective, has a relaxed demeanor and maintains work-life balance.



Intensity

Real attention to work-life balance, a more relaxed approach and a commitment to intentionally work efficiently can actually increase capacity.



Vitality

Maintaining a healthy lifestyle provides consistent energy that doesn't wear down during stressful times. Physical exercise relieves stress and builds stamina.



Unflappable

Avoids unnecessary worry and doesn't dwell on the negative. Keeps wits about them, does not let emotions preclude an optimistic, rational, clear thinking response to stress and adversity.



Recovery Time

Seemingly undeterred by setbacks, immediately resumes positive thinking and forward momentum.



Crisis Response

Maintains control of emotions and does not allow emotions to flood or adversely impact reasoning. Remains clear thinking during stressful times.



Worry

Controls worry to the bare minimum, allowing only that which serves to spotlight clear and present danger.



Self Assurance

Positive outcome and overcoming most challenges can be reached through self confidence and belief.



Sales Effectiveness

The ability to create sales results by being able to set and develop sales objectives in a focused manner, creating successful relationships and displaying willingness to advocate a strong position to achieve a desired outcome when necessary.

Competency Percentile Score



Courage of Conviction

Having an ambitious desired outcome supported by the willingness to take a stand to advocate for it, even if resistance is anticipated.



Agreement

Displays courage to stand strong in the face of differing points of view, especially if internal or external customers are not in alignment on the path forward.



Influence

Consistently speaking up with the intent to persuade others displays the conviction that helps to win others win.



Goal Oriented

Commitment to "make it the best" and to maintain high standards provides the vision and bedrock upon which to persistently drive one's message.



Friendly Persuasion

Beginning in a friendly manner but with clear agenda to win others to point of view, carefully choosing words for maximum chance of acceptance.



Tact

Attention to how an audience may respond gives insight on how to deliver the message for maximum impact.



Influence

Persuasiveness and persistence go hand-in-hand to gain acceptance of an important message despite initial skepticism from others.



Sociability

Enjoyment of a community of others facilitates delivering a message with ease.



Friendliness

A smile and amiable attitude can be disarming, melting down barriers to communication.



Resilient Drive

Has well defined goals and the optimism and confidence to overcome adversity and maintain focus.



Recovery Time

Rising above adversity renewing focus and motivation is vital because pursuit of ambitious goals often takes a path through adversity.



Self Assurance

Has an optimism that encourages the setting of stretch goals and the confidence to pursue those goals individually and with others.



Goal Oriented

Sets well defined and measurable goals that require a stretching of knowledge, skills and experience to meet them.



Holding Others Accountable

Competency Percentile Score

Holds associates accountable for meeting their commitments and completing work on time in accordance with specifications and/or expectations. Is known for consistently addressing performance issues, and associates know there are consequences for failing to deliver on promises. Can show displeasure and address performance issues with firmness, without being mean spirited or belittling.



Closure

The willingness to firmly push one's self and others through an organized process to achieve the committed outcome.



Agreement

Moving others to actions they ordinarily would not undertake requires clarity of position, even if conflict or a negative reaction is anticipated.



Follow Through

The commitment to finish the effort, no matter what, is a prime catalyst for closure.



Structure

A consistent and organized approach is necessary to know when to step in and push self and others to maintain committed progress.



Objectively Challenging

Focusing on facts rather than feelings, with a willingness to push others to leave their comfort zones.



Agreement

Achieving challenging objectives often requires challenging others, taking a firm stance on changing a course of action which may not be working.



Empathy

Asking others to sacrifice and put forth greater effort can require getting past their emotions and feelings, giving primary consideration instead to advancing the overall cause.



Leadership Engagement

Setting ambitious yet achievable goals and objectives and internalizing the commitment of self and team to reach the goals.



Collaboration

Believes in the strength of the team, effectively utilizing all available talent and resources.



Take Charge

Engaging in the leadership role carries with it a comfort level in directing the work of others and accepting responsibility for their work output.



Goal Oriented

The quest for achievement and excellence causes one to refuse to accept the mediocrity associated with settling for anything less than achievement of objectives.



Self Responsibility

Feeling a personal obligation toward fulfilling commitments causes one to intellectually and emotionally engage and redouble efforts when difficulties arise.



Supervising Style

Competency Percentile Score

The degree to which one closely monitors progress and process used to accomplish assigned work. This competency score effectively reflects the natural supervising style. High scores indicate "hands on" style, low scores indicate "hands off" style.



Task Orientation

Focusing on completion of tasks as a measure of success, working persistently and avoiding unnecessary distractions along the way.



Structure

The search for orderly process increases productivity and the bandwidth for completing more tasks than others.



Follow Through

The urge to cross completed tasks off of one's "to do" list is a driving force for people who are proficient in task completion.



Detail Orientation

Paying attention to the details means not overlooking small tasks that may be important to a larger effort or project.



Positional Authority

The belief that one has the power to direct work and correct others based solely on one's higher level in the chain of command of the organization.



Compliance

Those who believe in the chain of command also tend to believe subordinates should accept direction and orders with few, if any questions.



Trust of Others

Feeling that subordinates don't have the attitude and/or ability to fulfill their commitments may cause one to be directive and authoritative.



Take Charge

Automatically stepping up, assuming command and responsibility for work output of the group puts one in the position where they could resort to positional authority.



Personal Vigilance

Identifies with assigned responsibilities to the degree that one may fret, worry and feel stress and pressure to closely monitor and assure completion of objectives.



Intensity

Putting pressure on self performance is always reliable to achieve success as methods for working smarter may not be clear.



Worry

Anticipating potential negative outcomes is valuable when preventable steps can be taken.



Self Responsibility

Actions are always aligned with commitments even when others aren't observing activity.

