

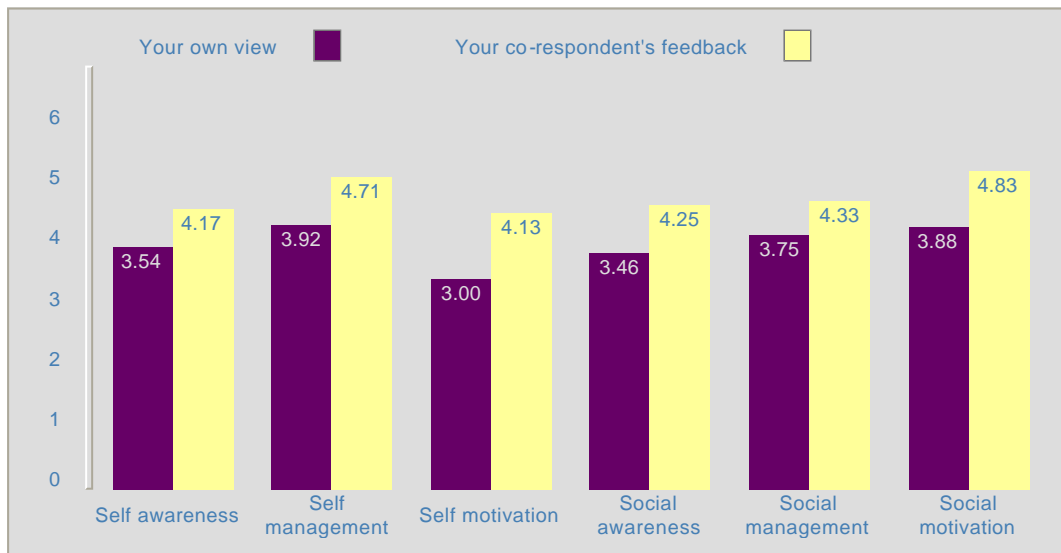
Feedback Report for Susan Sample (with feedback from David Demonstration)

The EI Questionnaire

Introduction

This report presents your results on the EI Questionnaire which is a self-report questionnaire assessing 'Emotional Intelligence'. This questionnaire assesses your own view of your abilities in a number of areas of social functioning.

The EI Questionnaire generates scores across 6 broad areas of emotional intelligence and your overall results are shown in the chart below.






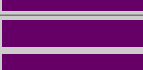



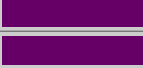




The remainder of this report breaks down the six areas in more detail and provides further information on both the nature of the EI scales and also your responses in each area.

In addition, a further person, David Demonstration, has completed a feedback version of the EI questionnaire in which he has given his views about how he sees you in relation to each of the 6 areas of social functioning. David's detailed feedback is also provided in this report.

In reading this report, remember that the EI Questionnaire is a self-report instrument and the validity of the results is entirely dependent on how accurately you answered the questions.

The Competency Model

The chart below shows how the questionnaire is based on 6 major competency areas. Each major area is broken down into two competency groups, each of which is composed of two individual competencies. How highly you scored on each individual competency is indicated by the bar to the right of the competency name. This score effectively conveys how you personally judge yourself on the competency in question.

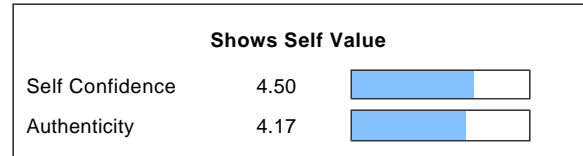
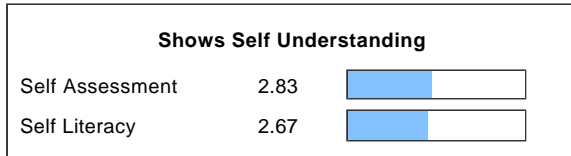
Major Areas	Competency Groups	Competencies	Score
SELF AWARENESS	Shows Self Understanding	Self Assessment Self Literacy	
	Shows Self Value	Self Confidence Authenticity	
SELF MANAGEMENT	Demonstrates Self Regulation	Self Control Responsibility	
	Demonstrates Openness	Openness to Change Openness to Feedback	
SELF MOTIVATION	Drives for Results	Initiative Achievement Orientation	
	Drives for Change	Optimism Creativity	
SOCIAL AWARENESS	Understands Others	People Judgement Emotional Literacy	
	Appreciates Others	Positive Regard Trust Radius	
SOCIAL MANAGEMENT	Exerts Influence	Influence Constructive Discontent	
	Builds Relationships	Develops People Develops Collaboration	
SOCIAL MOTIVATION	Leads for Results	Leads the Vision Leads the Change	
	Inspires Commitment	Fosters Team Spirit Communicates	

In the remainder of this report, the individual competencies and competency groupings are defined in more detail and with further explanation of your scores in each area.

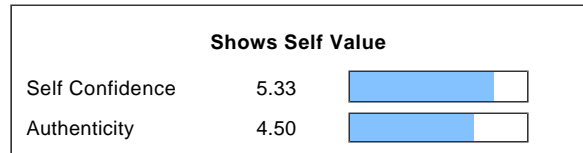
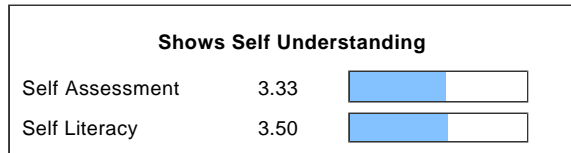
SELF AWARENESS

This area is composed of two competency groups, 'Shows Self Understanding' and 'Shows Self Value', and your scores in this area are shown below.

Your view:



Your co-respondent's view:



Shows Self Understanding

People with this characteristic have developed an accurate assessment of their own skills and abilities, feel comfortable describing their strengths and limitations and are non-defensive about them. They understand the complexity of their own emotions and can describe their reactions and the impact these have on others.. 'Shows Self Understanding' is itself made up of two sub-competencies: Self Assessment and Self Literacy.

- **Self Assessment:** Judges own strengths, limitations and inner resources realistically and discusses them openly and non-defensively.
- **Self Literacy:** Recognises and can describe the complexity of own feelings, moods and reactions. Shows awareness of how these can impact on others.

Your self-appraisal for the competency 'Shows Self Understanding'

Your responses to the questionnaire suggest that you do not find it especially easy to discuss any shortcomings and limitations you may have with other people. Also, it seems that you do not spend a great deal of time thinking about and analysing your own inner feelings. It also seems that you do not always understand why people react to you in the way they do.

In general, you may need to spend more time trying to understand yourself and your reactions and perhaps also try to be more willing to learn by being open to feedback. You may need to be less guarded about your limitations - especially when you are under pressure. It may also help to consider how your own reactions can affect others. Perhaps sometimes you may react or express your opinions too fast without thinking through the consequences first of all or taking other peoples' feelings into consideration.

Your co-respondent's view

David feels that you are reasonably well aware of your own strengths and limitations and will usually be prepared to acknowledge when you do not possess all the skills or knowledge that may sometimes be needed or expected in particular situations. Furthermore, he sees you as having a reasonable level of awareness about your feelings and emotions and how these affect other people. He thinks you are reasonably comfortable dealing with the emotional side of life.

On balance, David sees you as being an open person, aware of her limitations and with a good understanding of her own moods, reactions and emotions.

Shows Self Value

People with this characteristic show a high level of self-confidence and integrity without being arrogant. They are clearly "their own person." They approach challenges with a good understanding of what they want, and how it relates to their values which means that they are not subject to the usual pressures to be popular or conform. They take firm and principled positions and will take personal risks rather than compromise on important topics. They are seen to live their values and come across as trustworthy, honest and authentic.. 'Shows Self Value' is itself made up of two sub-competencies: Self Confidence and Authenticity.

- *Self Confidence*: Has a strong sense of self-worth and self-belief. Demonstrates confidence in own opinions without appearing arrogant. Takes strong principled stands in the face of pressure.
- *Authenticity*: Comes across as honest and genuine. Shows a strong sense of integrity and can be relied on to deliver on promises. Creates a strong sense of being trustworthy and authentic.

Your self-appraisal for the competency 'Shows Self Value'

Your questionnaire responses suggest that you have a good level of self-confidence and a sense of purpose which you feel you can express without becoming arrogant or over-demanding and rarely being swayed by short-term pressures. In addition, you see yourself as being someone whom people can trust, who comes across to others as a very sincere person and who will take a stand that reflects your genuine beliefs.

If this is true, then people will admire your confidence and considerable sense of purpose. They will see you as a person of great integrity whose words match her deeds and who speaks with authority and authenticity. They will express a great deal of confidence in your ability to not be swayed by short-term pressure and to firmly stand by what you believe in.

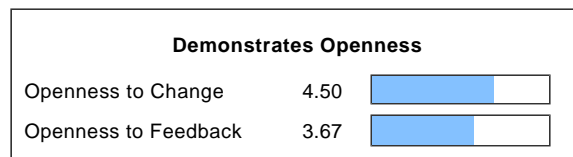
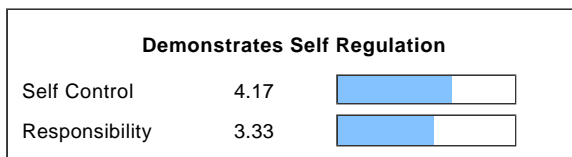
Your co-respondent's view

David's view in relation to this area was broadly in agreement with your own view.

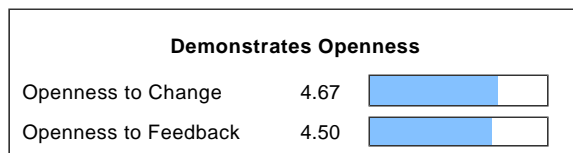
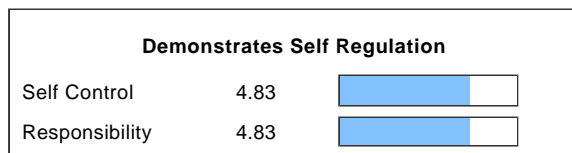
SELF MANAGEMENT

This area is composed of two competency groups, 'Demonstrates Self Regulation' and 'Demonstrates Openness', and your scores in this area are shown below.

Your view:



Your co-respondent's view:



Demonstrates Self Regulation

People with this characteristic are able to express their innermost thoughts and feelings under pressure with honesty but without losing control. Their ability to regulate their emotions appropriately enables them to make clearer judgements and they can be relied on to deliver on promises made.. 'Demonstrates Self Regulation' is itself made up of two sub-competencies: Self Control and Responsibility.

- **Self Control:** Manages internal states, impulses and resources in a mature and effective way such that negative emotions are controlled without dishonesty or repression and positive emotions are expressed without exaggeration.
- **Responsibility:** Can be relied on to take decisions and, when a commitment has been made, shows great conscientiousness in terms of fulfilling responsibilities and following through on promises.

Your self-appraisal for the competency 'Demonstrates Self Regulation'

Your self-perception is that you are someone who is composed and non-defensive and who reacts to difficult situations with an appropriate balance between action and restraint. On the whole, you do not let circumstances get on top of you and you appear to feel very capable at maintaining your focus on what needs to be done. Also, you see yourself as being fairly conscientiousness in terms of taking decisions and making commitments and generally feel that you fulfil your responsibilities and follow through on your promises.

If your self-perception is correct, then people will see you as able to overcome short-term obstacles and pressures and able to accept personal responsibility for seeing things through. They will see you as someone who is highly emotionally stable, capable of accepting high levels of responsibility and capable of remaining extremely effective under pressure.

Your co-respondent's view

David sees you as a composed and non-defensive person who reacts to difficult situations with an appropriate balance between action and restraint. He feels that on the whole, you do not let circumstances get on top of you and that you are very capable at maintaining your focus on what needs to be done. Furthermore, he thinks that you show a good level of conscientiousness in terms of taking decisions, making commitments, fulfilling your responsibilities and following through on your promises.

On balance, David will probably have great trust in your ability to overcome short-term obstacles and pressures, to exercise your responsibilities with diligence and to accept personal responsibility for seeing things through. He will see you as someone who is highly emotionally stable, capable of accepting high levels of responsibility and capable of remaining extremely effective under pressure.

Demonstrates Openness

People with this characteristic are continually listening and learning. They do not get stuck into habits and outdated processes but continually seek new, relevant information which they use to update their view of themselves and their approach to situations. They also encourage others to do likewise and, with careful, non-defensive listening they are extremely adaptable to situations and changing demands.. 'Demonstrates Openness' is itself made up of two sub-competencies: Openness to Change and Openness to Feedback.

- *Openness to Change*: Shows great flexibility in the face of changing circumstances, being willing to change path, adapt processes and re-prioritise activities in the light of new information.
- *Openness to Feedback*: Acts as a role model in encouraging open dialogue. Actively gives and seeks feedback, demonstrates a willingness to listen and learn and is comfortable disclosing personal information. Admits mistakes which are used as opportunities to learn.

Your self-appraisal for the competency 'Demonstrates Openness'

You appear to thrive on change and to be a very flexible person, able to adapt your plans easily in the light of new information or modified circumstances. In addition, you see yourself as someone who willing to listen and learn and who is happy to receive feedback on your opinions and actions from others.

You are therefore likely to be continually listening and learning, seeking new and relevant information and avoiding becoming stuck into old ways of working and outdated processes. This receptivity to new information allows a person to easily change outdated perceptions and to manage evolving situations with flexibility. Furthermore, people should have confidence in the feedback which you give them and which they will perceive as genuine and without any hidden agendas.

Your co-respondent's view

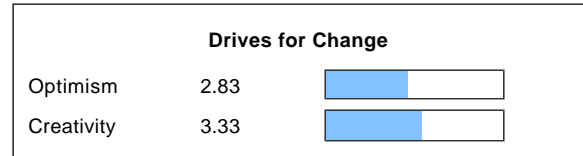
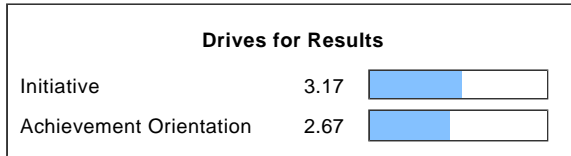
David sees you as thriving on change and being a very flexible person, able to adapt her plans easily in the light of new information or modified circumstances. Also, he sees you as someone who encourages dialogue and who is very willing to listen, learn and understand. he thinks you are open to receiving feedback even if it does not show you in a positive light.

Overall, David sees you as continually listening and learning, seeking new and relevant information and avoiding becoming stuck into old ways of working and outdated processes. He will trust you to give open feedback which will be genuine and without any hidden agendas.

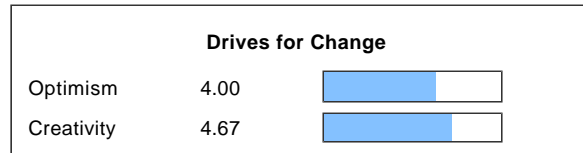
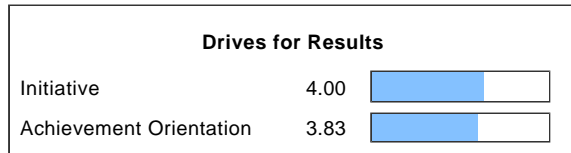
SELF MOTIVATION

This area is composed of two competency groups, 'Drives for Results' and 'Drives for Change', and your scores in this area are shown below.

Your view:



Your co-respondent's view:



Drives for Results

People with this characteristic show energy and determination in the pursuit of their goals. They willingly take the initiative in order to achieve their targets but they also set themselves personal challenges such that they develop and grow in the process.. 'Drives for Results' is itself made up of two sub-competencies: Initiative and Achievement Orientation .

- ***Initiative:*** Shows ingenuity, determination and a willingness to take the initiative. Regularly challenges the status quo and gets round red tape such that results are achieved in spite of difficulties and obstacles.
- ***Achievement Orientation:*** Demonstrates energy and determination to meet an internal standard of excellence. Sets stretching personal challenges which means that their capabilities are continually improving.

Your self-appraisal for the competency 'Drives for Results'

Your answers to the questionnaire suggest that, on the whole, you quite like taking the initiative when something needs doing. You feel you can make things happen and that you will quite often be able to use your skills and resourcefulness to overcome obstacles that get in the way. On the other hand though, it seems that you sometimes do not pay as much attention to standards and quality of work as you could. Achieving goals and setting targets for your own self-development appears not to be one of your main priorities.

If your questionnaire responses are an accurate reflection of your actual behaviour, then people would probably describe you as someone who has reasonable self-motivation, but who needs to adopt higher standards and put more energy into improving quality of results. You may like to make a comparison between those situations where you have shown determination to maintain standards and quality and those where you may have taken an over-relaxed approach which has allowed standards to slip. Perhaps you are too selective about the situations in which you think standards are important. Perhaps also you could allocate more time to ensuring that your own skills and capabilities are as fully developed as they need to be.

Your co-respondent's view

In David's opinion, you happily take the initiative when something needs doing. He sees you as keen to make things happen, often showing ingenuity and resourcefulness in overcoming obstacles that get in the way. Furthermore, he sees you as a person with a fair amount of energy and will to succeed. He thinks you are concerned about standards and quality of work and that you will try to meet those standards wherever you can.

Overall then, David sees you as someone who does not sit on her laurels but who drives for improvements and results; as a person who sets reasonably high standards and who will devote a considerable amount of energy to making things happen and ensuring that objectives are realised.

Drives for Change

People with this characteristic show energy and imagination as they continually stimulate new ideas and opportunities. They remain positive and optimistic even when things look bad and they encourage others to accept the need to adapt and change.. 'Drives for Change' is itself made up of two sub -competencies: Optimism and Creativity.

- *Optimism*: Looks on the bright side of life and maintains a positive attitude in spite of adversity. Has a deep seated belief that things will work out and that some good will come from any situation no matter how bad it seems at the time.
- *Creativity*: Stimulated by change and innovation. Shows creativity and courage in bringing new ideas to situations. Sees beyond the present and driven to create a better future.

Your self-appraisal for the competency 'Drives for Change'

You feel you are reasonably good at tasks which require creativity and will quite often offer your ideas for solutions to a problem or a possibilities for change. However, it seems from some of your answers to the questionnaire that you do not always find it easy to remain positive and optimistic. In really difficult situations, you may let things get on top of you and feel negative, especially when you encounter obstacles to what you want to achieve.

If this self-perception is accurate, then It is likely that that people will see you as needing to be more encouraging and supportive, especially during difficult times. They may feel you could do quite a lot more to help them remain positive and that a first step on your part would be to be more positive yourself. You may like to consider therefore how you could be proactive in helping to create a more optimistic mood in which there is belief that things will change for the better. This might be done either by using your own enthusiasm and energy to encourage others or by making use of your ability to generate new ideas in order to contribute towards a change in the current situation and in how people feel.

Your co-respondent's view

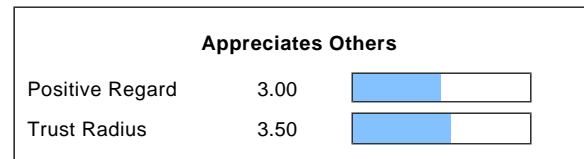
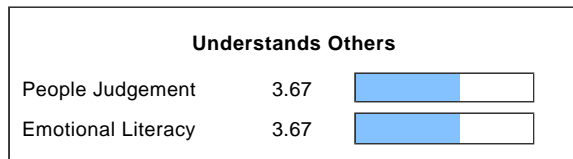
David sees you as someone who is able to remain optimistic, encouraging and supportive of others in the face of difficulties and adversity. Even in difficult times, he feels you try your best not to allow things to get on top of you. In addition, he thinks you have ideas and imagination and a positive view of change. He sees you as a creative person who is able to offer a new solutions to problems and suggestions for change.

On balance, David sees you as able to generate considerable hope and optimism in those around you, which, taking into consideration also your skill in looking at things afresh with new ideas and options, will help to create a positive mood and a belief that things will change for the better.

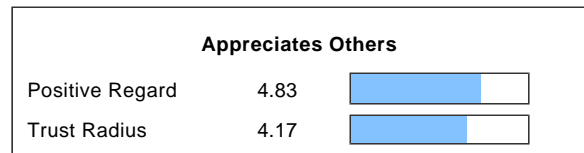
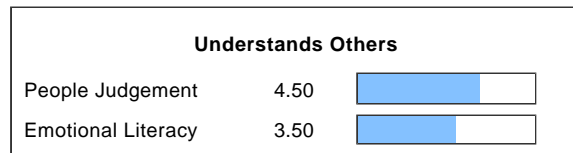
SOCIAL AWARENESS

This area is composed of two competency groups, 'Understands Others' and 'Appreciates Others', and your scores in this area are shown below.

Your view:



Your co-respondent's view:



Understands Others

People with this characteristic show an ability to read people with uncanny accuracy, recognising their strengths and limitations and understanding their issues and concerns. They can explain what is important to others and show an ability to see matters from other people's point of view.. 'Understands Others' is itself made up of two sub-competencies: People Judgement and Emotional Literacy.

- ***People Judgement:*** Is perceptive and a good judge of character. Is interested in people and can describe their strengths, limitations and motivations after only a short period of acquaintance.
- ***Emotional Literacy:*** Shows great awareness of the needs, feelings and concerns of others. Can describe what is important in the lives of people around them and has an intuitive understanding of the issues they face and how they will react.

Your self-appraisal for the competency 'Understands Others'

You see yourself as being a reasonably good judge of people and quite often able to identify people's strengths and weaknesses. Also, you feel that you are fairly aware of the needs and feelings of other people. You will do your best to understand what is personally important to them and this will help you to understand things better from their point of view.

If this self-perception is correct, these qualities will help you to deal effectively with other people. You will be good at empathising with people and will understand their motivations and their reactions, so helping them to feel that they are being understood and appreciated.

Your co-respondent's view

David sees you as a perceptive person and a good judge of people. He thinks you are good at recognising people's strengths and weaknesses in spite of any personal relationship you may have with them. Furthermore, he thinks that you are fairly aware of the needs and feelings of other people. He sees you as doing your best to understand what is personally important to them and so being better able to understand things from their point of view.

Overall, David sees these qualities as certainly enhancing your ability to deal with other people. He feels that your ability to empathise and your interpersonal perceptiveness will help you to understand peoples' motivations, anticipate their reactions and help them to feel that they are being fully understood and appreciated.

Appreciates Others

People with this characteristic help others to feel valued by listening, understanding and being slow to judge and quick to forgive. They show genuine care and concern for others regardless of status or background.. 'Appreciates Others' is itself made up of two sub-competencies: Positive Regard and Trust Radius.

- *Positive Regard*: Takes an active interest in the lives of others and demonstrates respect for them and their point of view. Aware of their feelings and needs, they are seen as empathic and help people to feel valued.
- *Trust Radius*: Trusts a wide range of people without being naïve. Widens the circle of openness and trust by being slow to judge and quick to forgive.

Your self-appraisal for the competency 'Appreciates Others'

You see yourself as someone who generally feels concern and respect for other people and who would like to help them feel valued. In addition, it seems that you find it reasonably easy to place your trust in other people. On the whole, you will not judge a person too quickly and will be sometimes be prepared to 'give them a second chance' before making your final judgement about them.

To the extent that this is so, then you are likely to be seen as someone whose approach to people is based on a regard and respect for their views, ideas and emotions. On the whole, people will be likely to reciprocate the trust you place in them.

Your co-respondent's view

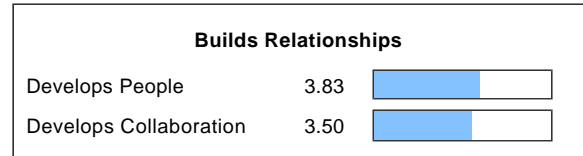
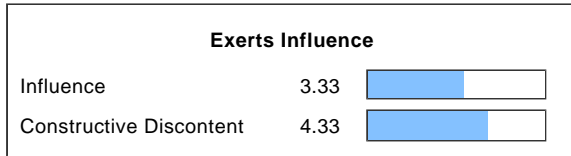
In David's view, you show high levels of positive regard and respect for people. You seem to be genuinely interested in and concerned for others and feel it important to help them feel valued. Also, he sees you as a very trusting person. He thinks that you prefer to give people the benefit of the doubt rather than judging them too quickly. He sees you as giving people quite a few chances before making your final judgement about them.

On balance then, David sees you as someone who is slow to judge and quick to forgive - someone whose approach to people is based on a genuine positive regard and respect for their views, ideas and emotions. He feels that you are able to create a high climate of trust amongst others, in which people are valued for their true qualities rather than in terms only of their status and background.

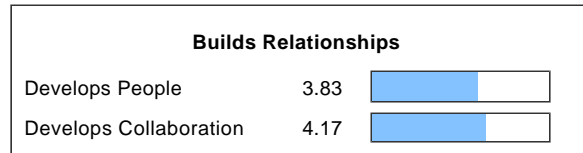
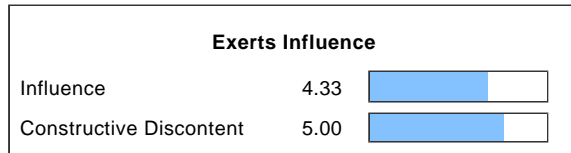
SOCIAL MANAGEMENT

This area is composed of two competency groups, 'Exerts Influence' and 'Builds Relationships', and your scores in this area are shown below.

Your view:



Your co-respondent's view:



Exerts Influence

People with this characteristic are not afraid to get involved in situations which may be interpersonally demanding. They do not avoid conflict and use their considerable skill to get a reasonable resolution. They have the ability to influence others in a way which is both positive and gains commitment.. 'Exerts Influence' is itself made up of two sub-competencies: Influence and Constructive Discontent.

- ***Influence:*** Demonstrates skill and flexibility in persuading others, using a variety of methods and styles. Shows sensitivity and understanding of the individuals concerned which helps win hearts as well as minds.
- ***Constructive Discontent:*** Is willing to confront issues and to manage conflict in a direct and timely manner. Is seen to be firm but fair and generally able to find a way to make the best of difficult situations.

Your self-appraisal for the competency 'Exerts Influence'

Even in difficult situations where there are varying points of view, you feel you are able address issues directly, able to challenge others if necessary and are generally very good at managing conflict promptly and fairly. Furthermore, you see yourself as being reasonably good when it comes to persuading others. You will vary your style of persuasion according to whom you are addressing in order to find a way of bringing people round to your point of view.

If this is so, then people will describe you as someone with good interpersonal skills who can be persuasive and who can influence others in a positive way. Your ability to easily manage conflict will help you to put forward your case, ignite enthusiasm and make people feel genuinely involved.

Your co-respondent's view

In David's opinion, even in difficult situations where there are varying points of view, you are able address issues directly, able to challenge others if necessary and are generally extremely competent at managing conflict promptly and fairly. In addition, he thinks you are very capable when it comes to persuading others. He sees you as able to use a variety of different methods and approaches to influence their opinions and as someone who pays attention to others' views and values in order to help win them over to your own point of view.

David would therefore describe you as a very influential person - someone who is highly interpersonally skilled and persuasive and who can influence others in a way which is positive and which gains considerable commitment from them. He sees your flexible and resourceful communication style and your ability to manage conflict as helping you to put forward your case, ignite enthusiasm and making people feel genuinely involved.

Builds Relationships

People with this characteristic are socially skilled and interested in building relationships with a wide range of people. They maintain useful networks of contacts and bring people together in a spirit of collaboration. They are encouraging and supportive in a way which makes people want to learn, grow and collaborate.. 'Builds Relationships' is itself made up of two sub-competencies: Develops People and Develops Collaboration.

- *Develops People*: Encourages others to learn and grow. Makes appropriate use of delegation, coaching and encouragement to create an environment in which people want to learn and feel safe to make mistakes.
- *Develops Collaboration*: Builds long term relationships and maintains useful networks of contacts. Makes good use of their social skill for making new contacts, bringing people from diverse areas together and spotting opportunities for collaboration.

Your self-appraisal for the competency 'Builds Relationships'

Your questionnaire responses suggest that you quite like to provide people with opportunities to learn and develop. You will allocate at least some of your time to coaching and supporting people and will sometimes delegate responsibilities to others to help them learn. Also, you feel that you sometimes devote time to building collaborative relationships with other people and will also sometimes help others to develop the contacts they need in order to collaborate with others.

You are therefore likely to be seen as someone who has a concern for those for whom she is directly responsible and who is interested in working with others in a climate of collaboration and growth within the organisation.

Your co-respondent's view

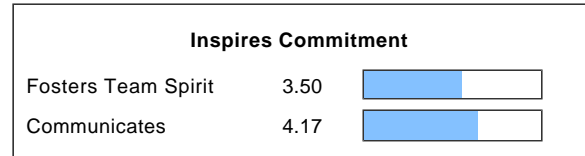
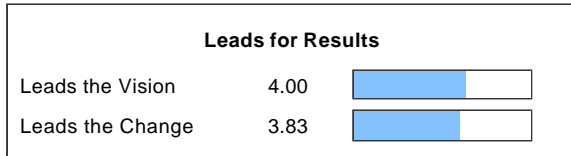
David thinks you are skilled in building collaborative relationships - spending time helping people to build and maintain a network of useful contacts and bringing people together for mutual collaboration and gain. Furthermore, he believes that that you quite like to provide people with opportunities to learn and develop. He feels that you will allocate at least some of your time to coaching and supporting people and will sometimes delegate responsibilities to others to help them learn.

Overall, David sees you as someone who shows concern for those for whom she is directly responsible. He believes you have particularly good social skills and are strongly motivated towards working with others and creating a climate of collaboration within the organisation.

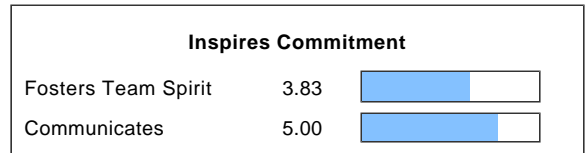
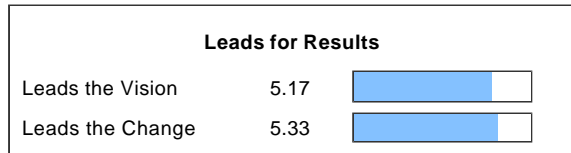
SOCIAL MOTIVATION

This area is composed of two competency groups, 'Leads for Results' and 'Inspires Commitment', and your scores in this area are shown below.

Your view:



Your co-respondent's view:



Leads for Results

People with this characteristic are stimulated by change and the future. They work hard to create a shared vision and to communicate it with enthusiasm so that people become committed to the change process. They do not "sell their vision" but instead they work to create one which is shared through involvement of those concerned.. 'Leads for Results' is itself made up of two sub-competencies: Leads the Vision and Leads the Change.

- **Leads the Vision:** Is focussed on what the future will look like. Works with others to create and articulate a compelling vision in which others feel involved, committed and motivated.
- **Leads the Change:** Stimulated by change. Sows the seeds, generates ideas and explains the benefits such that people become energised and willing to participate and contribute to the change process.

Your self-appraisal for the competency 'Leads for Results'

You appear to feel that you are someone who is focussed on the future and who wants to make a difference. You communicate your visions with to others, you encourage the visions of others and you try to make others feel that they want to be involved in plans for the future. In addition, where there is a lack of purpose and direction you will sometimes want to make a contribution in terms of developing ideas and encouraging others to contribute their ideas.

This would suggest that people see you as someone who is particularly good at involving people in the change process. You will do this by creating energy and enthusiasm in order to create a shared vision of the future to which all are committed.

Your co-respondent's view

It seems to David that you are someone who is very much focussed on the future and who really wants to make a difference. He feels that you communicate your visions with passion and eloquence, you encourage the visions of others and you try to make others feel that they very much want to be involved in plans for the future. Also, where there is a lack of purpose and direction, he see you as very much the one who will sow the seeds of change, encourage others to generate new ideas and act as a catalyst for change and development.

On balance, David feels that you demonstrate exceptional abilities in involving people in the change process. He sees you as creating energy, enthusiasm and direction in order to create a shared vision of the future to which all are committed.

Inspires Commitment

People with this characteristic have a highly engaging style. Their interpersonal skills and their focus on people creates a climate of participation and enthusiasm. They demonstrate an ability to articulate messages and to communicate in a fluent, interesting and engaging way.. 'Inspires Commitment' is itself made up of two sub-competencies: Fosters Team Spirit and Communicates.

- Fosters Team Spirit: Creates a climate of participation through interaction, co-operation, enthusiasm and encouragement.
- Communicates: Fluent, interesting and engaging. Convinces by being coherent and achieving clarity and impact.

Your self-appraisal for the competency 'Inspires Commitment'

You feel you are a person who has an engaging style of communication. You also see yourself as having the ability to be concise and coherent and you use these skills to communicate to others in a way that is fluent and quite often inspiring. Furthermore, it seems that you quite enjoy contributing to a sense of team spirit amongst the people with whom you work. You enjoy interacting with others and like to see people collaborating with one another.

If this is accurate, then people will describe you as someone who, using her high level of social skills, is able to generate a high level of commitment from those around her.

Your co-respondent's view

David's view in relation to this area was broadly in agreement with your own view.

Areas in which your co-respondent was uncertain

The table below shows, for each of the 24 competencies, the number of questions on which your co-respondent indicated that he/she was not confident about the response he/she gave due to limited knowledge of you in the area in question. In each case, the number is out of 6. For example, if the number 2 appears next to one of the competencies, that would mean that your co-respondent felt uncertain about his/her responses on 2 out of the 6 questions relating to that competency.

For those competencies where the number is high (e.g. 4 or greater), any data or results presented in this report concerning your co-respondent's view of you in relation to that competency should be viewed with caution as they will be based on a relatively low level of confidence on the part of your co-respondent.

Competencies	No. of 'uncertain' items
Self Assessment	1
Self Literacy	0
Self Confidence	0
Authenticity	0
Self Control	0
Responsibility	1
Openness to Change	1
Openness to Feedback	0
Initiative	1
Achievement Orientation	0
Optimism	0
Creativity	1
People Judgement	0
Emotional Literacy	0
Positive Regard	0
Trust Radius	1
Influence	0
Constructive Discontent	1
Develops People	0
Develops Collaboration	0
Leads the Vision	0
Leads the Change	0
Fosters Team Spirit	0
Communicates	0