

TRUST
INSIDE
assessments

FLEXIBILITY AND TRUST survey

interpersonal flexibility
report

for Sample Person
September 2015

What is Interpersonal Flexibility?

Interpersonal Flexibility is a measure of a person's perceived ability to be adaptable in dealing with others: to meet other's needs and to gain their endorsement. It is the ability to relate to people in such a way that their needs are at least as important as yours.

There are four levels of flexibility that are measured by this instrument. Each level of Flexibility represents a level of endorsement that each observer has given you. Your overall assessed Level of Flexibility is based on the average raw scores from the people you selected to rate you. Your self-rating has not been included in the calculation of your assessed level of Flexibility.

Flexibility Ranges

Level 4: Broad Endorsement

Level 3: High-Moderate Endorsement

Level 2: Low-Moderate Endorsement

Level 1: Limited Endorsement

Results are expressed as *Level of Endorsement* because the objective is not necessarily to get people to like you. Success in dealing with others requires that you are able to gain their endorsement for your ideas, proposals or actions when it is appropriate to do so.

Limited Endorsement indicates that a person gets endorsement from a limited range of people. They may function well when they are with people who share the same values, beliefs, and principles.

Broad Endorsement indicates that a person gets endorsement from a wide range of people regardless of their age, gender, ethnicity, education or level in the organization.

So why do people endorse others? Usually, people endorse others when they perceive them to be:

- Willing to listen
- Willing to meet mutual needs (rather than just their own)
- Adaptable to different people and situations
- Adapt in a way that is appropriate to different situations
- Accepting of differences in others
- Open-minded and negotiable
- Willing to compromise (rather than being stubborn and opinionated)
- Willing to adapt their behavior to relate well to other people

What flexibility is:

The ability to relate to people in such a way that their needs are at least as important as yours

What flexibility will do for you:

Gain for you the endorsement of other people

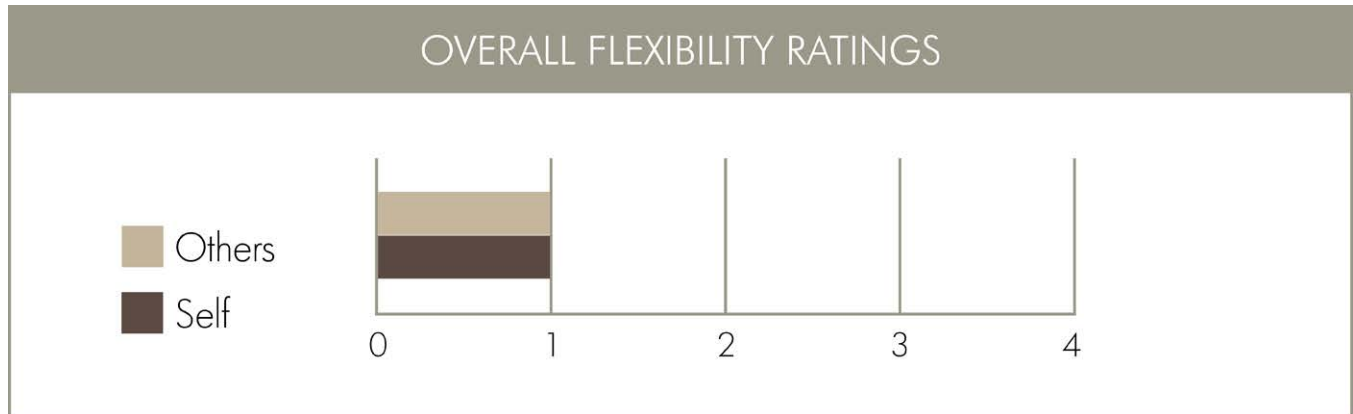
What your flexibility will do for the people you are dealing with:

It will make them feel more comfortable, secure and open to talking with you about their problems

Flexibility as a growth process:

By increasing your flexibility, you will improve your skills in dealing with other people

Overall Flexibility



Level 1: Limited Endorsement

Sample, you have been placed at Level One and are likely to be seen by others as single-minded. When involved in a task or co-operating with a group, you may often have your own methodology, which you want to follow. If you cannot stay within your scope, you may feel discouraged or frustrated. You are likely to be perceived as relatively resistant to changing your attitude, values or opinions. You probably prefer to continue with familiar patterns of behavior rather than risk the new and untried. If the pressure is intense enough, you are likely to feel threatened. When you are experiencing these feelings, often in unfamiliar work or social situations, others are likely to find you uncooperative and hard to understand. They may even view you as narrow-minded, intolerant, rigid, or even as a threat to their thoughts or plans.

For these reasons Sample, you have been placed in the first quartile as determined by your observers. This is the lowest level of interpersonal flexibility. However, you should be aware that while interpersonal style is relatively unchanging, your interpersonal flexibility can change through effort and acquisition of new knowledge and understanding.

Your observers now perceive you as intolerant of different values and behavior, rather self-concerned, and not skillful, nor willing to adapt your behavior to meet the needs of a variety of interpersonal situations. Thus, you have received limited endorsement from these observers.

Review the characteristics of low flexibility on page 7 to get a better understanding of how others may perceive your behavior.

Interpersonal Flexibility Sub-Scales

Your total interpersonal flexibility score can be broken down into three sub-scales; ***Interpersonal Warmth***, ***Interpersonal Understanding***, ***Interpersonal Encouragement***. What this means is that your level of flexibility or endorsement from others is very much determined by the degree of warmth, understanding and encouragement others see you using when relating to them. This suggests that as a leader, if you are looking to gain support from your followers for your ideas and vision, you would do well to first build relationships that are based on warmth, understanding and encouragement.

It is useful to see how you were rated on each of these sub-scales as they can provide a deeper insight into which aspects of interpersonal flexibility you are seen to be strong on and those that should be your focus of development.

Interpreting your Interpersonal Flexibility Sub-Scale Scores

As with your total flexibility scores, your flexibility sub-scales scores are presented as one of four levels of endorsement. Your score on each of these sub-scales is based on the combined scores of your observers.

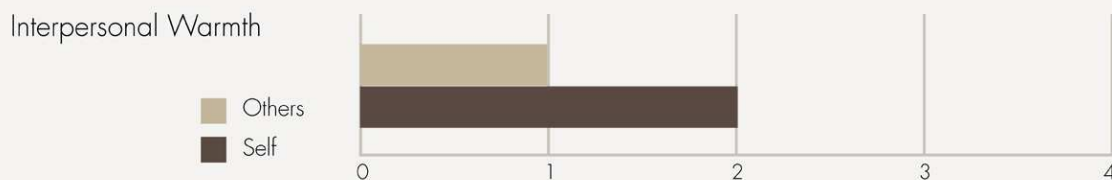
Level 4: Broad Endorsement

Level 3: High-Moderate Endorsement

Level 2: Low-Moderate Endorsement

Level 1: Limited Endorsement

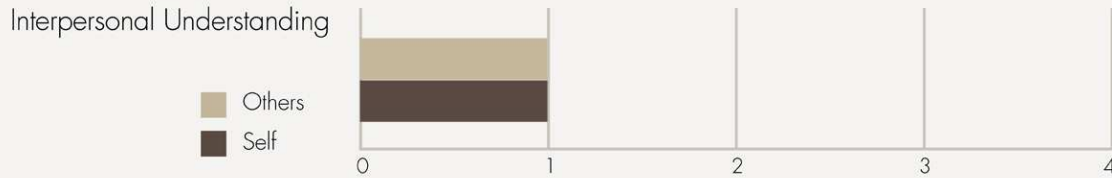
Interpersonal Warmth: Measures the degree to which people find you approachable and easy to work with.



Level 1: Limited Endorsement

Sample, on the interpersonal warmth scale, you have been placed at Level 1, the lowest level on this scale. You are likely to be seen as somewhat unapproachable and difficult to connect with. As such, others may interpret your behavior as somewhat detached, uncooperative, intolerant and narrow minded. When people try to connect with you by asking for your advice, you may have difficulty taking into account their feelings when presenting your views. As such, they may interpret your approach as being narrow minded and at times even destructive. They may also perceive it to be uncaring and lacking in empathy. When this happens people are likely to go out of their way to avoid you.

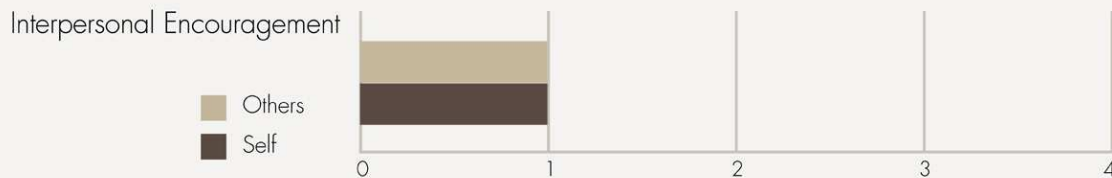
Interpersonal Understanding: Measures your ability to put people at ease and engage with them in such a way as to build mutual understanding.



Level 1: Limited Endorsement

Sample, on the interpersonal understanding scale you have been placed at Level 1, the lowest level on this scale. You are likely to be seen as lacking motivation to understand other points of view. You may be seen as being more interested in being understood rather than seeking first to understand others. As a result others may find your communication style to be somewhat inappropriate, unsatisfying and self serving. You may also find that after a while others may disengage from you as they start to realize that communicating with you can be hard work, and one sided.

Interpersonal Encouragement: Measures the degree to which people find you free with praise and encouragement.



Level 1: Limited Endorsement

Sample, on the interpersonal encouragement scale you have been placed at Level 1, the lowest level on this scale. You may believe that providing praise and encouragement towards others is unnecessary and that others should be self-reliant and look to themselves for recognition and problem solving. You may also believe that there is no need to encourage people who are doing what they’re paid to do. Because of this position others may find you to be somewhat rigid in your response to them, unrewarding to work with and in some cases even threatening.

Advantages of High Flexibility

You are more likely to gain the cooperation and endorsement of others

As a leader, people are more likely to listen to and support your ideas, since you do the same with them

People are more likely to want to work (or live) with you

You will have a wider range of options to choose from

You may experience less stress as a result of spending less time in a Maintenance Cycle

Disadvantages of High Flexibility

You may appear to others as being inconsistent and unpredictable at times

You may be seen by some as too easily persuaded and/or influenced

You may find that others do not take you seriously when you say "no"

Some of the observable characteristics of HIGH FLEXIBILITY:

Openness: Is willing to listen to alternative views and to "changing their mind" in the face of new evidence.

Need Satisfaction: Focus on satisfying mutual needs... looks for win/win solutions, not win/lose. Flexibility means helping others succeed too.

Adaptability: Adapts their behavior to be appropriate and effective in different situations and in dealing with different people. Is willing to experiment.

Social Skills: Has well-developed social skills, able to relate comfortably with people who are different. Their behavior - demonstrates a concern for others.

Range of Interests: Has a broad range of interests and is willing to explore new ways of thinking. Shows an interest in what others like to talk about.

Style Adaptability: Flexible people adapt to the styles of the people they are dealing with. They are able to take control as well as let others take control. They can affiliate well with others, and detach themselves to concentrate on the task when required.

Willingness to Compromise: Flexible people are willing to compromise to achieve win/win solutions. This does not mean they will compromise on important principles or lower their standards. A flexible person makes tentative rather than absolute statements.

Dealing with Ambiguity: A flexible person can function well in, or at least is not unduly disturbed by ambiguity. They can tolerate a period of uncertainty while they review conflicting ideas to determine the best course of action.

Advantages of Low Flexibility

You are likely to come across as very consistent and predictable — your communication tends to be quite clear

People will know exactly where you stand, and where they stand with you — you will come across as having clear principles

You may well save time in working with others, in the short term

Disadvantages of Low Flexibility

People are less likely to want to work (or live) with you

Some may actually go out of their way to get away from you

You may be perceived as lacking trust-building ability due to a tendency to not adapt your behavioral style

You are likely to gain less cooperation and endorsement from others

You will use up energy much faster because of the tension being experienced

You will have a limited range of options to choose from

Some of the observable characteristics of LOW FLEXIBILITY:

Openness: Narrow-minded, tends to quickly reject new ideas contributed by others.

Need Satisfaction: Focus on satisfying their own needs first. The fear is that they will “miss out” if they don’t look after themselves first.

Adaptability: Stays with what they feel comfortable doing — expects others to adapt to their way of doing things.

Social Skills: Has limited social skills. Relates well to people like themselves or who share their own values and opinions, but has difficulty dealing with people who are different.

Range of Interests: Has a narrow range of interests and tends to change the subject if the conversation moves in a direction that does not interest them.

Style Adaptability: People with low flexibility rarely move out of the comfort zone of their own behavioral style. They tend to avoid dealing with people who are different because they don’t understand them and it takes too much effort to deal with them.

Willingness to Compromise: Inflexible people tend to be unwilling to compromise, believing that their views and opinions are right. They often see compromise as a weakness and believe that their lack of flexibility demonstrates their strength of character.

Dealing with Ambiguity: Less flexible people are more comfortable with things being “black or white — no shades of gray.” They tend to have fixed beliefs about the way the world is and reject ideas that don’t fit with their perception.

Interpersonal Flexibility Frequency Scores

The following represents the frequency of scores of the people who rated your Flexibility. These scores determined your assessed Flexibility. Your self rating is indicated by 'S'.

		Almost Never					Almost Always	
Interpersonal Warmth	1. Approachable	0	1	1	1	0S	3	
	2. Cooperative	0	0	1	2	1S	2	
	3. Tolerant	0	1	2	1S	2	0	
	4. Adaptable	0	0	2	1	1S	2	
	5. Flexible	0	0	1	2	1S	2	
Interpersonal Understanding	6. Easy to understand	0	0	2	0S	1	3	
	7. Behaves appropriately	0	0	3	1	1S	1	
	8. Understands others	0	1	2	1S	0	2	
	9. Believable	0	1	2	0	1S	2	
	10. Gives helpful advice	0	0	1	2S	0	3	
Interpersonal Encouragement	11. Appreciates others	0	1	1	0	2S	2	
	12. Comforting	1	0	1	2S	1	1	
	13. Rewarding	1	0	2	0S	1	2	
	14. Encouraging	0	0	2	1S	1	2	
	15. Gives praise	0	0	2	1S	1	2	

Mean Interpersonal Flexibility Scores

Your overall self-rating score was: **67.00** Your overall average observer's score was: **65.17**

When your observer's score was compared to our normed sample you were placed at: **1.**

The levels and score range are:

Level 1: 15 – 67

Level 2: 68 – 76

Level 3: 77 – 84

Level 4: 85 – 90

	Average score you received from your observers	Average score of others who have taken this assessment
Easy to understand	4.83	5.10
Gives helpful advice	4.83	5.13
Flexible	4.67	4.90
Cooperative	4.67	5.20
Approachable	4.50	5.21
Adaptable	4.50	4.80
Appreciates others	4.50	5.10
Encouraging	4.50	5.00
Gives praise	4.50	4.90
Believable	4.17	5.25
Behaves appropriately	4.00	5.30
Understands others	4.00	5.02
Rewarding	4.00	4.74
Comforting	3.83	4.80
Tolerant	3.67	4.93

TRUST
INSIDE
assessments

FLEXIBILITY AND TRUST survey

interpersonal trust
report

for Sample Person
September 2015

Intégro Leadership Institute
+61 2 8012 2787
www.integroleadership.com.au

intégro
leadership institute

Trust is the Foundation of All Relationships

Relationships are formed as trust develops. When trust diminishes, relationships become more distant, often leading to conflict. As stated in the **Interpersonal Flexibility** section of this report, success in dealing with others requires that you are able to gain their endorsement for your ideas, proposals or actions when it is appropriate to do so. For you to gain this endorsement from others, people need to know they can trust you. **Building Trust** is the foundation of all interpersonal skills – without that skill, other interpersonal skills will be meaningless.

Understanding the Trust Model

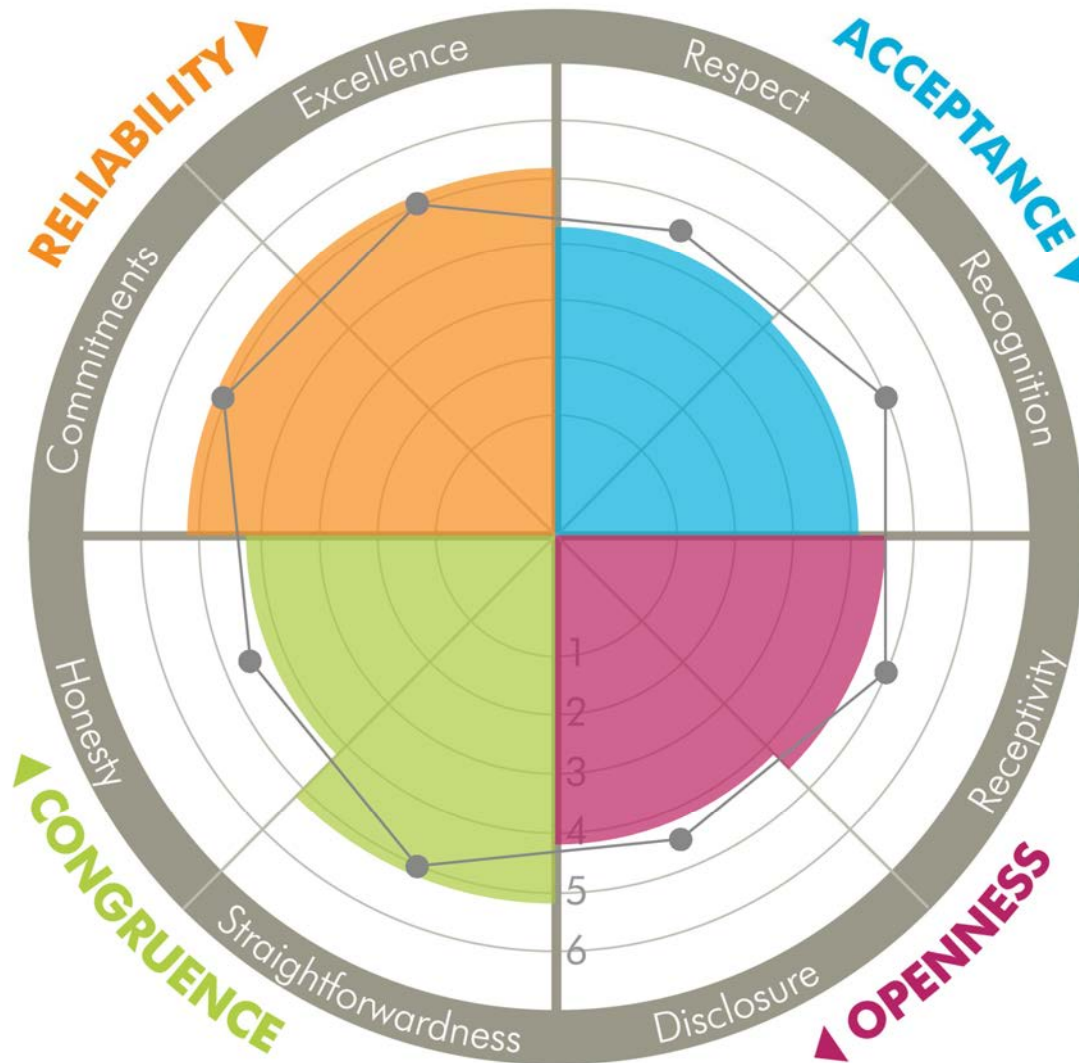
The 16 items used in this section of the Flexibility and Trust Survey were originally designed to measure trust building ability as perceived by others. Factor analysis of the data has shown that the set of 16 items unequivocally reflect two underlying subscales – **Communication** and **Consistency**. All eight Acceptance and Openness items measure **Communication**, and all eight Congruence and Reliability items measure **Consistency**. For a breakdown, see the table below.

The Elements of Trust™

There are four “elements” of trust that must be present for trust to develop and be sustained. Each “element” is supported by two values. That is, when people believe in the “values that build trust” they will behave in trust building ways. The trust subscales, elements and their supporting values are:

Subscale	Element of Trust	Supporting Values
Communication	Acceptance Openness	Respect and Recognition Receptivity and Disclosure
Consistency	Congruence Reliability	Straightforwardness and Honesty Keeps Commitments and Seeks Excellence

Values that Build Trust Scores



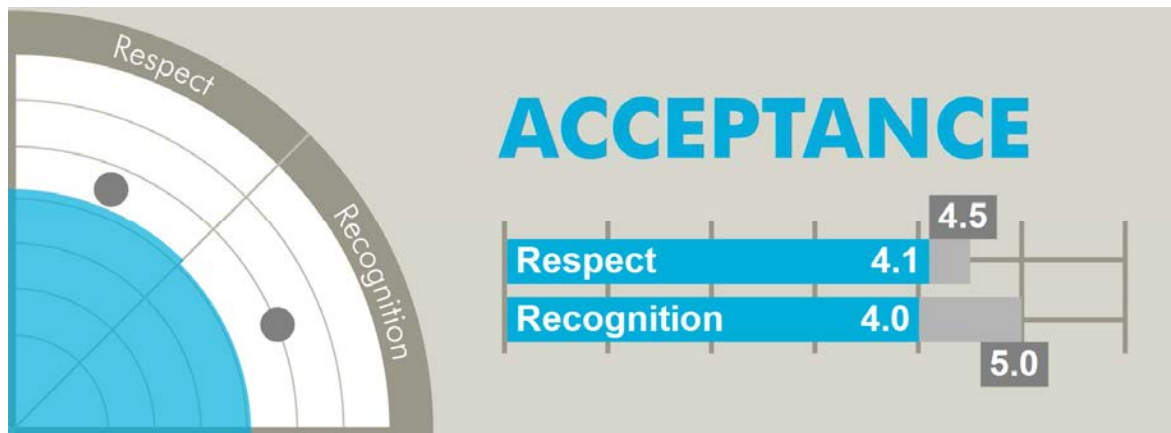
Your Self Perception is represented by the large dots
 Shaded areas represent Other's Perceptions of You

How to Read and Interpret Your Graph

The graphs above show a comparison between your self-perception and how others perceive your trust building behavior on each of the Values that Build Trust. The graph on this page gives you an overall picture of the comparison, and the graphics on the following pages show your actual scores on a six point scale.

When looking at the scores for each of the items measuring the eight **Values that Build Trust** it may be helpful to ask yourself the following questions:

1. "What does this tell me about my strengths and weaknesses in building trust with others?"
2. "Where are the biggest gaps between my self-perception and the perception of others?"
3. "What is it I need to **START, STOP** and **CONTINUE** doing in order to improve my trustworthiness with others?"



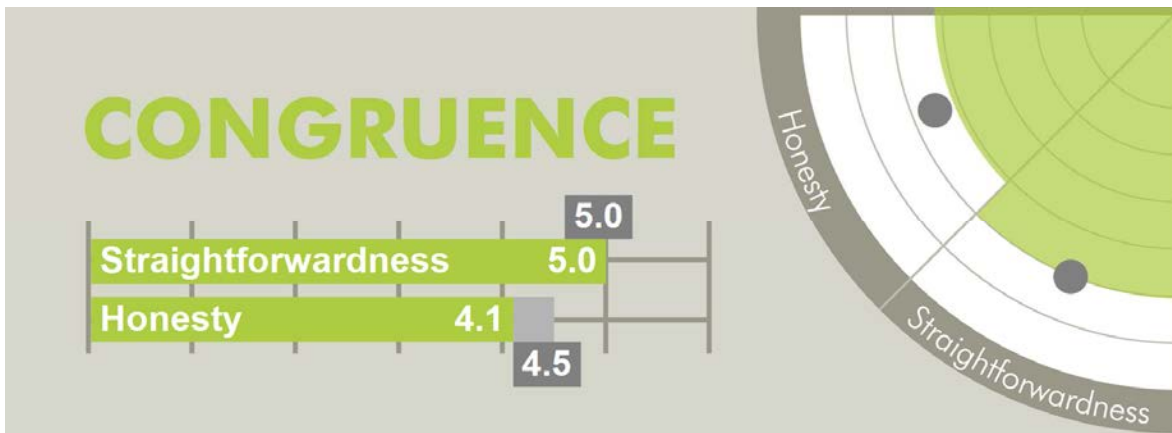
Acceptance overview: All people want to be accepted and respected for who they are. Not judged, criticized or made to feel inferior. When others know you accept them for who they are, that whatever they say or do is not going to affect how you feel about them as a person, they can focus on being the best they can be. Acceptance eliminates the fear people have about speaking up, about being open and telling the truth.

The starting point for increasing **acceptance** is to embrace the values of **Respect** and **Recognition**. If you want someone to trust you, you need to respect them and let them know through appropriate, genuine recognition.



Openness overview: People trust and respect you more for being open, even if the news is bad. No one likes to operate in the dark. Team members want and, in most cases, need to know how they are performing and appreciate feedback. How open are you with the members of your team? Do you encourage them to share their ideas, feelings, concerns? Openness engages people; they want to know more about what is going on. When openness is high people are more interested in their work and how well the organization is doing. And remember, openness is a two-way street.

To increase **openness**, embrace the values of **Receptivity** and **Disclosure**. Be receptive to what others have to say – invite feedback and encourage team members to disclose what is on their minds, and share their ideas on how results can be improved.



Congruence overview: Congruence means “the same as” – what you say is the same as what you really mean – being straightforward. When you are not straightforward, other people tend to pick up on it. They see it in your body language, your facial expressions, or in the inconsistency in the tone of your voice. Congruence is also about walking the talk or practicing what you preach. It is about principles – being honest and ethical. It is through your congruent behavior that others learn about your honesty and integrity.

To increase **congruence**, embrace the values of **Honesty** and **Straightforwardness**. It isn’t easy to deliver bad news or say something that won’t be popular, but in the long run, people will trust you more when they know they can count on you to tell it how it is.

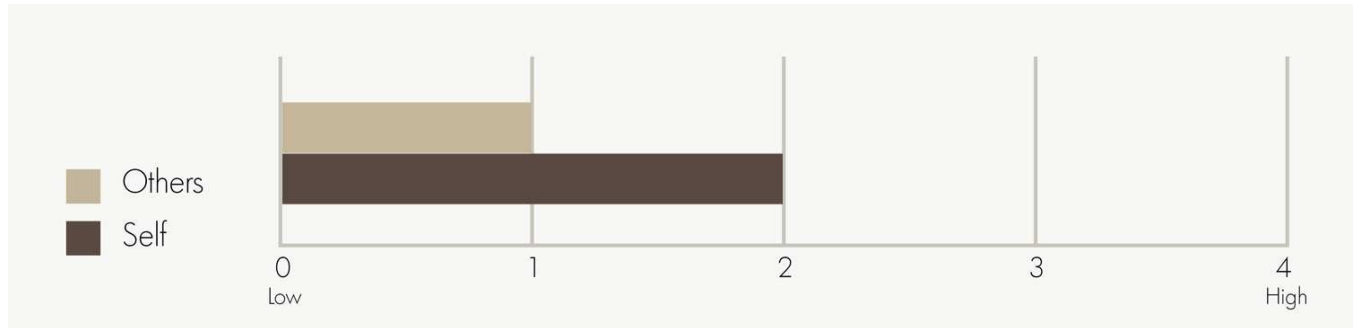


Reliability overview: No one wants to work with someone who is unreliable. You know from experience that it is hard to have confidence in people who make promises they do not keep, or who regularly fail to meet their deadlines. It is vital to your success that you can rely on your team members to deliver the results you need from them, and in turn, that your team members can expect the same of you.

To increase **reliability**, embrace the values of **Keeps Commitments** and **Seeks Excellence**. Don’t make promises you’re not sure you can keep, and when you say you’ll do something, do it to the best of your ability.

Overall Level of Trust Building Skills

Your total Values that Build Trust score can be combined to give you an overall trust building skills score. This score, depicted in the graph below, is a comparison of your overall observer's average score and your overall self-score.



Your overall self-rating score was: **77.00**

Your overall average observer's score was: **71.33**

When your observer's score was compared to our normed sample you were placed at: **1**.

The levels and score range are:

Level 1: 16 – 74

Level 2: 75 – 82

Level 3: 83 – 90

Level 4: 91 – 96

This information is further broken down into two subscales of trust; **Communication and Consistency**.

This means that your overall level of trust building skills is fundamentally determined by how well you practice communication and consistency with others.

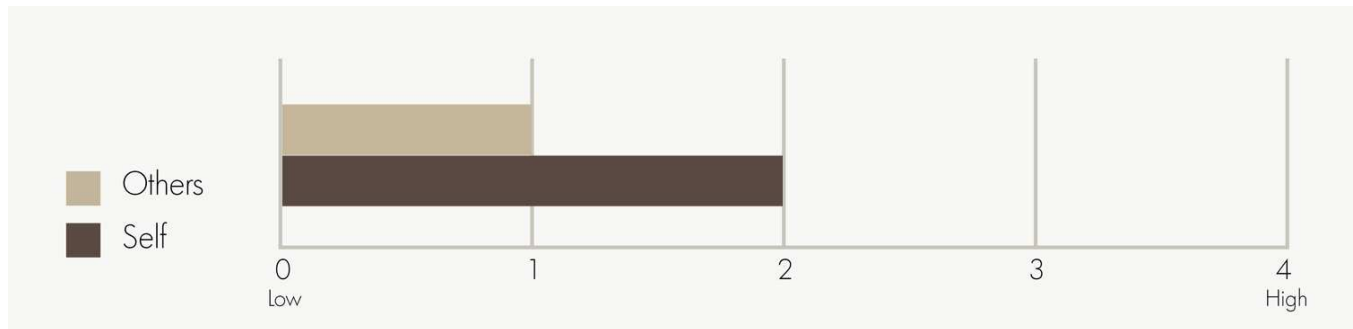
To build trust, you need to be consistent, and communicate openly. Intégro's research shows that some people are much stronger on consistency than communication, whilst others are very effective at communication, but struggle with consistency.

You may personally believe that consistency is more important than communication when building trust, or vice versa. But remember, the person you want to trust you may be the opposite. **Both are necessary to build and sustain trust.**

A breakdown of the communication and consistency subscales can be found on the following pages.

Building Trust Through Communication

Communication Subscale: Measures how effectively you communicate with respect; let people know that you appreciate what they do; are receptive to their ideas and opinions; and openly discuss your thoughts and feelings.



Your overall self-rating score was: **38.00**

Your overall average observer’s score was: **33.17**

When your observer’s score was compared to our normed sample you were placed at: **1**.

The levels and score range are:

Level 1: 8 – 35

Level 2: 36 – 39

Level 3: 40 – 44

Level 4: 45 – 48

Mean Communication Scores

	Average score you received from your observers	Average score of others who have taken this assessment
Gives new ideas a fair hearing	4.50	4.95
Is willing to change opinion in the face of new evidence	4.33	4.85
Communicates openly with others	4.17	5.00
Shows that he or she cares about the other team members	4.17	5.03
Gives as much value to other's skills as to his or her own	4.00	4.90
Is free with praise of other team members	4.00	4.80
Encourages others	4.00	5.00
Keeps others appropriately informed	4.00	4.82

Values that Build Trust Frequency Scores

The following pages show the frequency scores of the people who rated you on the Values that Build Trust. Your self-rating is indicated by **S**.

Communication

Respect:

	Almost Never					Almost Always
16. Shows that he or she cares about the other team members	0	1	1	2	0S	2
17. Gives as much value to other team member's skills as to his or her own	1	0	1	1S	2	1

Recognition:

	Almost Never					Almost Always
18. Is free with praise of other team members	0	1	2	1	0S	2
19. Encourages other team members	0	1	2	1	0S	2

Receptivity:

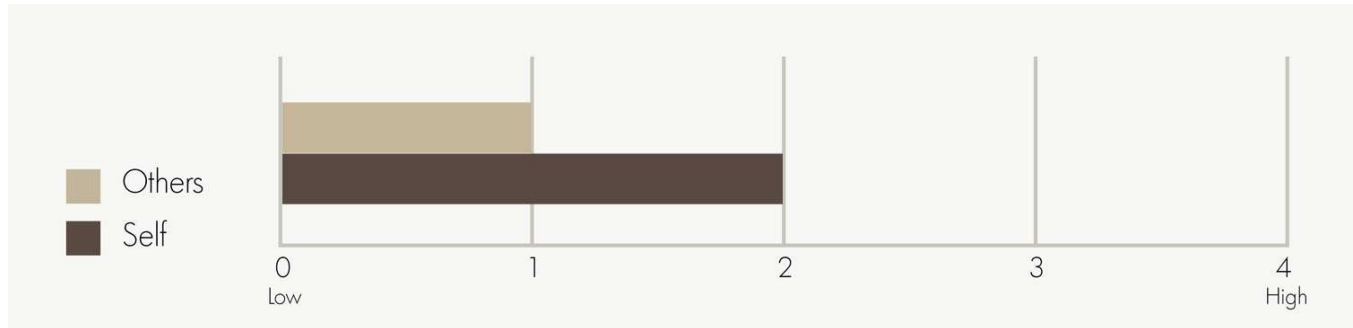
	Almost Never					Almost Always
20. Gives new ideas a fair hearing	0	0	2	0	3S	1
21. Is willing to change opinion in the face of new evidence	0	0	3	0	1S	2

Disclosure:

	Almost Never					Almost Always
22. Communicates openly with others	0	0	3	1	0S	2
23. Keeps others appropriately informed	0	2	0	1S	2	1

Building Trust Through Consistency

Consistency Subscale: Measures your ability to be straightforward; act with honesty and integrity; keep your commitments; and seek excellence in everything that you do.



Your overall self-rating score was: **39.00**

Your overall average observer’s score was: **38.17**

When your observer’s score was compared to our normed sample you were placed at: **1**.

The levels and score range are:

- Level 1: 8 – 38
- Level 2: 39 – 42
- Level 3: 43 – 46
- Level 4: 47 – 48

Mean Consistency Scores

	Average score you received from your observers	Average score of others who have taken this assessment
Confronts challenging situations when they arise	5.17	5.00
Performs his or her responsibilities conscientiously	5.17	5.40
Seeks excellence in his or her responsibilities	5.17	5.32
Makes an observable effort to improve his or her skills	4.83	5.12
Stays with the job until it is done	4.83	5.26
Is direct when communicating with others	4.83	5.10
Acts with integrity	4.17	5.41
Practices what they preach	4.00	5.12

Values that Build Trust Frequency Scores

The following pages show the frequency scores of the people who rated you on the Values that Build Trust. Your self-rating is indicated by **S**.

Consistency

Straightforwardness:

	Almost Never				Almost Always	
24. Confronts challenging situations when they arise	0	0	0	1	3S	2
25. Is direct when communicating with others	0	0	0	3	1S	2

Honesty:

	Almost Never				Almost Always	
26. Acts with integrity	0	0	2	2	1S	1
27. Practices what they preach	0	0	4	0S	0	2

Keeps Commitments:

	Almost Never				Almost Always	
28. Performs his or her responsibilities conscientiously	0	0	0	2	1S	3
29. Stays with the job until it is done	0	0	1	1	2S	2

Seeks Excellence:

	Almost Never				Almost Always	
30. Seeks excellence in his or her responsibilities	0	0	0	2	1S	3
31. Makes an observable effort to improve his or her skills	0	0	1	1	2S	2

Building Trust Starts with Acceptance

In the work environment, **reliability** is usually the most important element of trust. You rely on others in your organization to do their jobs well. Your company's customers rely on your company to deliver products and services of value – that do what you say they'll do. However the starting point in building trust with others is not **reliability**, it is **acceptance**. When we express our acceptance of others through **respect** and appropriate **recognition**, we are letting them know that we value them for who they are.

When people sense that we accept them and that they in turn accept us, our relationships are more likely to be characterized by a high degree of **openness**. Increased openness creates a higher level of **receptivity** to feedback, and people are more comfortable **disclosing** their thoughts and feelings. Why? Because they know that they are accepted and it is safe to do so.

In an environment where there is increased **openness**, people are more comfortable being **congruent** with each other, facing up to difficult conversations through **straightforwardness** and **honesty**. When problems and issues can be confronted and dealt with in a constructive manner and expectations clarified, a strong sense of personal responsibility towards each other develops within teams.

As trust is strengthened through **congruence** people come to realize that others rely on them to **keep their commitments** and to do so with **excellence**. When we know we can rely on someone, it builds our **respect, recognition** and **acceptance** of them, and so trust continues to build and grow.