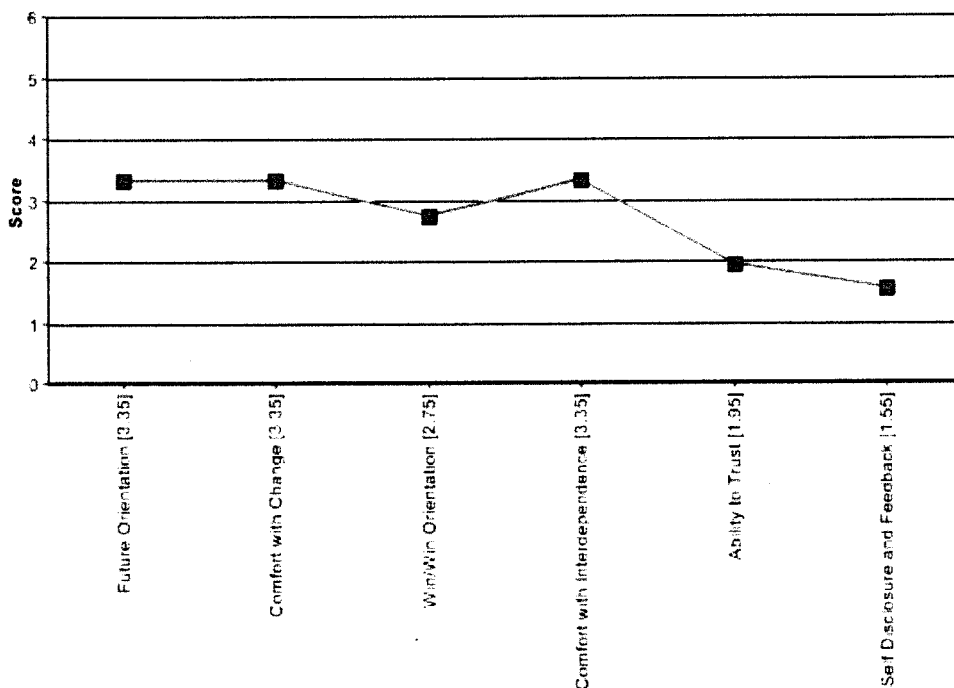




PQ Assessment - Results

Your Overall Partnering Intelligence is 90



Style [Score]	Frequency	Style Descriptor
------------------	-----------	------------------

Future Orientation
[3.35]

Moderate frequent use

You are equally balanced between past orientation and future orientation.

Relationships

While you believe that some people will not change over time and that their past behavior is the best indicator of how they will act in the future, there are those you think can and will change, based on your approach with them.

If you have a strong, trusting relationship with an individual, you will most likely give that person the benefit of doubt. However, with people with whom you have a poor relationship, you will most likely revert to past orientation to determine their trustworthiness. This will also hold true for groups of people, organizations, institutions, businesses, or governmental agencies. If you have had several

poor experiences with an individual or organization, you are likely to use past orientation with them.

You tend to be more optimistic about people and their ability to change; however, you take a "wait-and-see" approach to those whom you do not know well. You tend to have a balanced perception of people and will often take people at face value until they prove themselves otherwise to you.

Tasks

When working on a task by yourself or with others, you prefer to use techniques, tools, and processes that you have used before; however, you are also open to new ideas on how tasks can be accomplished. It is especially useful for you to see examples of how the new methods have worked elsewhere before embracing them. When you do change, it must be demonstrated to you that the new solution works before you're willing to wholeheartedly support it.

You believe you see the world as it is and recognize both strengths and weaknesses in processes, procedures, and policies. However, when push comes to shove, if something is working well, you are reluctant to support changing it. You tend to like to work on tactical, hands-on issues. Being able to see a job to completion is important to you.

You understand intellectually the importance of vision. However, from a situational perspective, it is important for you to have a vision of what will happen in the future if you are to accept it. You have a good concept of strategy; however, it may be difficult transforming conceptualization in reality, especially at a tactical level. You have a balance between tactics and understanding the relevancy of strategy.

**Comfort with
Change**
[3.35]

Moderate
frequent use

Medium Adaptor to Change

Change is an event that you accept, though it may not have always been your preference. You have conditioned yourself to be resigned to change; therefore, when it occurs, you are prepared to think about the impact change will have on you and determine a way to get your personal needs met in the process.

Change creates little anxiety for you, and you pride yourself in meeting any challenge that will come with the change. While you enjoy doing familiar activities, change events do not create large disturbances in your life. However, you do not accept change just for the sake of change. You want to see the benefits of the change and understand the impacts the change will have on you.

You are not afraid to take calculated risks. However, when you take risks, you're more likely to take risks on issues you think are "a sure thing." Predictability in people's behavior and work tasks is a comfortable environment for you; however, if you see a benefit in changing, you willingly do so.

You think of work rules as guidelines and, while you prefer that people follow the guidelines, you understand that in our complex work and home environments, situations change and flexibility is as important as keeping the rules. You like having your day planned; however, you recognize that during the course of a day or a week,

things change. When your schedule changes, you rarely mind if it is for a good reason.

You are most comfortable with people you know; however, you also enjoy meeting and socializing with new people and recognize that others can help you in unforeseen ways.

You take a definite "wait-and-see" approach to change and do not pass judgment on the change event until you personally have the opportunity to analyze the impact it will have on you. Then you will determine your next steps.

**Win/Win
Orientation**
[2.75]

Occasionally
used

Compromiser Style

You are somewhat a competitive person, but not so much that you are not willing to listen to others. While you tend to have confidence in your own conflict-resolution and problem-solving, you are not so closed that you are unwilling to listen to others. However, for others to prevail, they must have compelling logic or strong emotions regarding an issue if you are to be swayed.

You enjoy winning a conflict, not because you have overcome others, but because you believe in the logic of your argument. You do not attain pleasure from hurting others and, when you see how strongly others defend their points of view, you are willing to help them get their needs met. However, you are only willing to do that if others can give up something of value that is equal to or greater than what you must give up to reach a solution. While you may politely listen, you are unconsciously reassuring yourself that your position is the correct position.

If you are in a situation where you know you will not get everything you want, you probably will ask yourself, "What can we give up to reach middle ground?" While convinced your resolutions are the correct ones, you are open to giving up something to reach a compromise. You want to maintain the dignity of others; therefore, when others strongly defend their positions, you will move to compromise, even if you don't agree with everything others are saying.

**Comfort with
Interdependence**
[3.35]

Moderate
frequent use

You are equally comfortable working by yourself or with others. You recognize that you cannot resolve all issues and that others provide important input into solving issues and completing projects. You enjoy diversity of thought and opinion, but only if you trust the other person. You enjoy and recognize your area of expertise and often enjoy working by yourself when contemplating issues around your areas of expertise. You may become mildly disturbed with others who do not have your area of expertise when they interfere with your work. You respect others with different areas of expertise and rarely consider giving input into their areas of expertise. You like to differentiate between areas of expertise and prefer to maintain those boundaries.

While you prefer not to depend on others to help you accomplish your goals you recognize that others play a part in your success, especially in work situations. You recognize and accept that working with others has its ups and downs, and you are willing to help others be successful—but only if you believe they are willing to help you as well. You believe that in a team effort, the outcome is

the result of everyone's participation and that everyone must either get credit or accept blame.

When working with others you freely ask for what you need, and you expect others to do the same. However, you may often overlook asking others for what they need, assuming that others, like you, will speak up. When planning events, you enjoy including others, recognizing the value of their input. This is a fairly natural behavior for you to gather input. However, you must be cautious that when you gather input you also include their needs in the process.

In work situations, you enjoy being on teams with people you know and trust. However, when there are new people involved with whom you have little experience, you may take a wait-and-see approach before depending on them. You feel you do your best work when you're given a project and allowed to go off by yourself to complete your portion of the work by yourself. You are proud of your expertise, but you recognize that others can contribute equally. You take feedback from others well; however, if it involves an area in which you are the expert, you may secretly resent comments from others who "don't know what they are talking about." You equally enjoy being on a team and working by yourself and either extreme would produce the best outcome for you.

While you enjoy being the expert in your field, you are intrigued with others' ideas and often wonder how they fit into your specialty. Interaction with others is generally a pleasant experience for you, and you enjoy learning how other people view the world.

Ability to Trust
[1.95]

Seldom used

You have a low ability to trust others. People have often been a source of disappointment to you. Since it is difficult for you to trust others, they are put in a position where they must consistently prove their trustworthiness to you. In each relationship you form, trust is tentative and based on the other person's ability to react in a manner that you define as being trustworthy.

You often do not believe what people say because you must be convinced by their actions. For you, this is the most important test. You hold people to your standard of interpretation, frequently comparing what they say to what they do. If they meet your interpretation of the agreement, then limited trust may exist.

You are doubtful of others' true motives and intentions when it comes to building relationships with you. You tend to believe that this world is an unsafe place and that others are out to take advantage of you. Therefore, it is important that others have their facts in order and that your interpretation and theirs are similar. This means that your perceptions, intuitive knowledge, and feelings must be in alignment with their facts if you are to build trust them.

Because you often do not believe that people will do what they say, you have a high need to frequently check up on them, especially if you are responsible for them or the outcome of their performance. This creates further trust issues, as others may resent the continuous checking up and react in ways that further supports your belief that these individuals are untrustworthy. Since you often do not take people at their word, you may find yourself documenting agreements between you and others. In cases of low trust with

certain individuals, this may include using professionals such as legal counsel, accounting services, security services, counselors, or others to make sure that people adhere to the agreements that you have set in place. While documentation and professional advice are normally excellent business practices, you tend rely on this external support to a high degree. This may cause some frustrations in others and create difficulty in building smooth working relationships with you.

You let few agreements pass without comprehensive review; consequently, you feel you have situations and others under control. This provides you with a sense of security and enables you to move forward and build trust with others. It would be highly advisable for you to talk to your partners and significant relationships about your low ability to trust and agree on the characteristics and behaviors that must exist if you are to build and sustain a meaningful and productive relationship.

**Self Disclosure
and Feedback**

[1.55]

Rarely used

You are very uncomfortable sharing your thoughts and feeling with others. You are a highly private person who does not think it is proper or important that others understand how you feel or what you think. You strongly believe that your personal life is no one else's business and that it is wrong to share it while in a professional situation. You compartmentalize your personal, professional and family life, and you would never consider mixing the three.

You do not accept feedback well. When others give you feedback that you do not like, you usually totally discount it. It makes you angry to hear comments about yourself that you believe are untrue or unflattering. You prefer to keep information to yourself and refuse to share it with others.

You may want to think about your ability to trust others with information on both professional and personal levels. You may be hindering your professional development or personal relationships by your lack of communication with others. This may be causing others not to share information with you, creating a situation where you are left out of the communication loop. Also, others may not trust you since you provide no feedback and do not disclose information about yourself.

You might want to ask others about your communication style and, though it will be difficult, ask them for feedback. You may want to consider conducting a personal analysis of topics you are comfortable and uncomfortable sharing with others and then disclose that information so that others do not think you are deliberately withholding information from them. This will be a trust-building exercise for you and may help you become more comfortable sharing information and receiving feedback from others.