

<b>Section</b>	<b>Definition</b>
Profile Summary	Provides a summary description of both the manager and the employee.
Comparisons Summary Graph	A visual display of results for both the manager and the employee presented for each scale in a format that allows for an easy comparison of their relationship.
Working Together	A detailed commentary of the relationship between the manager and the employee based on their individual results for each scale.
Action Steps	Suggestions for the manager on the effective use of the information in the report and for working with employees in general.

<b>Scale</b>	<b>Definition</b>
Self-assurance	A person’s level of influence/assertiveness toward another person or group. May be associated with self-confidence.
Self-reliance	The desire to work free from the constraints of other people; to be able to rely on one’s own resources. The need to work autonomously without input from others.
Conformity	Relates to one’s willingness to follow established protocols without question. Associated with accepting and following rules and policies.



Optimism	The acceptance of the motives of another person or group. Relates to the tendency to believe things will have a positive outcome.
Decisiveness	Relates to the capacity a person has for accepting the risk associated with making a timely decision based on available information. May be seen as the willingness to act with limited information.
Objectivity	The level at which one uses logic and reason more than intuition to solve problems. May be seen as a person's need to have objective facts before taking action.
Approach to Learning	Indication of the preferred approach to learning new information. Some individuals prefer a more structured approach while others prefer one that is more flexible.

