FLEXIBILITY AND TRUST report

for Frank Sample
January 2011
INTERPERSONAL FLEXIBILITY report

for Frank Sample

January 2011
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 rater has given you. Your overall assessed Level of Flexibility is based on the average raw scores from the five people you selected to rate you. Your self-rating has not been included in the calculation of your assessed level of Flexibility.

FLEXIBILITY RANGES

**Flexibility Level 4:** Broad Endorsement  
**Flexibility Level 3:** High-Moderate Endorsement  
**Flexibility Level 2:** Low-Moderate Endorsement  
**Flexibility 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.
Level 4 – Broad Endorsement

Frank, you have been placed by your raters at Level 4. You are likely to be seen as understanding and adaptable to people’s feelings and needs. You tend to be quite co-operative when you feel you are right and others are likely to find you easy to know and understand. You tend to win the endorsement of others; people tend to like you and sense that you will expend energy to meet others’ needs while simultaneously meeting your own. You are not only willing to change, but may even enjoy doing things differently, constantly exploring new ideas, attitudes and interests. Situations of ambiguity and uncertainty are not likely to irritate you and you may even welcome them.

For these reasons, Frank, you have been placed at Level 4 as determined by your raters. This is the highest level of interpersonal flexibility. But in this great adaptability, you may have special problems. You understand, possibly innately, the needs and feelings of others so well that you may be overly tolerant or co-operative. In turn, others may find you so tolerant as to suggest that what you say and do does not truly represent your own thinking. Others may feel you are doing something merely to accommodate them. As such, you sometimes may have the same interpersonal impact as do those with a less flexible style however with your flexibility, you can easily adjust for your own extremes as you learn to clarify your own values and needs and act to satisfy those values and needs; even if it occasionally means failing to satisfy the needs and expectations of others.
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 raters.

**Flexibility Level 4:** Broad Endorsement  
**Flexibility Level 3:** High-Moderate Endorsement  
**Flexibility Level 2:** Low-Moderate Endorsement  
**Flexibility Level 1:** Limited Endorsement

### Level 1: Interpersonal Warmth

Frank, 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.

Interpersonal Understanding

Level 2: Interpersonal Understanding

Frank, on the interpersonal understanding scale you have been placed at Level 2. You are likely to be seen as somewhat willing to listen to, and understand the views of others. However, others may see you as being more interested in pushing your ideas and views ahead of others. As such people may question whether you appreciate them and whether or not you are really interested in truly understanding their point of view. Consequently, some people might find their interaction with you as somewhat unsatisfying.

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

Interpersonal Encouragement

Level 2: Interpersonal Encouragement

Frank, on the interpersonal encouragement scale you have been placed at Level 2. Providing praise and encouragement towards others may not come easily to you. You may struggle to recognize when others require your support. Others may see you as being more focused on your own needs and as such may perceive you to be somewhat inflexible. Although, in principle, you recognize the value of providing others encouragement, you may lack the necessary skills or motivation to do this in a way that feels comfortable for you.
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 because of 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 grey.” 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 for Frank Sample

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.

1. Approachable
2. Cooperative
3. Tolerant
4. Adaptable
5. Constructive
6. Broad-minded

7. Easy to understand
8. Appropriate
9. Satisfying
10. Understands me
11. Believable
12. Appreciates me

13. Comforting
14. Rewarding
15. Flexible
16. Encouraging
17. Gives praise
18. Gives helpful advice

Interpersonal Warmth
Interpersonal Understanding
Interpersonal Encouragement
INTERPERSONAL TRUST report

for Frank Sample
January 2011
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.

Being Trustworthy is Not Enough

Everyone knows that trust is important, but what many people don’t know is that being trustworthy does not necessarily build trust. People make judgments about how trustworthy you are based on their perception of what you do, not on what you say, or what you intended to do. Because it is your behavior that builds trust, you can be trustworthy, and yet have people not trust you. To increase effectiveness at building trust, you need to take personal responsibility for your behavior and understand how it can affect the levels of trust in your relationships.

The Components of Trust and their Elements

Interpersonal trust is built on two core components; Communication and Consistency. When a person builds trust by the way in which they communicate, we often describe them as being open and accepting. Similarly, when a person builds trust through their consistent behavior we often describe them as being reliable and congruent. It is these four elements; Acceptance, Openness, Congruence and Reliability, that must be present for trust to develop and be sustained. Each of the four elements of trust is supported by two values. That is, when people believe in the “values that build trust” they will behave in trust building ways.

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 elements and their supporting values are:

<table>
<thead>
<tr>
<th>Communication:</th>
<th>Element of Trust</th>
<th>Supporting Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance</td>
<td>Respect and Recognition</td>
<td></td>
</tr>
<tr>
<td>Openness</td>
<td>Receptivity and Disclosure</td>
<td></td>
</tr>
<tr>
<td>Consistency:</td>
<td>Congruence</td>
<td>Straightforwardness and Honesty</td>
</tr>
<tr>
<td>Reliability</td>
<td>Keeping Commitments and Seeking Excellence</td>
<td></td>
</tr>
</tbody>
</table>
Your Self Perception is represented by a ●
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 ten 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 Keeping Commitments and Seeking 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.
Understanding the Trust Model

Communication and Consistency

The 16 items used in this section of the 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 dimensions – Communication and Consistency. All eight Acceptance and Openness items measure Communication, and all eight Congruence and Reliability items measure Consistency.

To build trust, you need to be consistent, and communicate openly. Integro’s research also shows that some people are much stronger on consistency than communication, whilst others are very effective at the communication factor, 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.

This section of the report provides you with feedback about how others perceive your consistency and communication. The frequency report will show you very specifically where you are doing well, and the Development Notes supplement offers suggestions on how to improve communication and how to build stronger trust relationships by being more consistent.

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 they in turn accept us, our relationships are more likely to be characterised 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.
Getting Started with Building Trust

The following steps are very effective at building trust with someone who you would like to increase trust levels with.

**Step one: Respect**
Write down two or three things about this person that you respect. Look for both characteristics or talents, and competencies.

**Step two: Recognition**
Write down a couple of sentences you could use to communicate to this person what you do respect about them and how much you appreciate them.

**Step three: Receptivity**
What questions could you ask this person to get a better understanding of what their priorities are, and any ideas they have that could help you work together more effectively?

**Step four: Disclosure**
Share with them what is important to you and any ideas you have on how you could work together more effectively.

**Step five: Straightforwardness**
Clarify your expectations of the relationship and ask them what they expect of you.

Using these five steps will generate a meaningful dialogue that will result in more honesty in the relationship and lead to a stronger commitment to being reliable and delivering value.
Values that Build Trust Frequency Scores for Frank Sample

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
19. Shows that he or she cares about others
   Almost Never ↔ A SBC DE ↔ Almost Always N/A
20. Gives as much value to other’s skills as to his or her own
   Almost Never ↔ A BC S DE ↔ Almost Always N/A

Recognition
21. Is free with praise of others
   Almost Never ↔ SABC DE ↔ Almost Always N/A
22. Encourages others
   Almost Never ↔ SABC DE ↔ Almost Always N/A

Receptivity
23. Gives new ideas a fair hearing
   Almost Never ↔ SAB CDE ↔ Almost Always N/A
24. Is willing to change opinion in the face of new evidence
   Almost Never ↔ SAB CDE ↔ Almost Always N/A

Disclosure
25. Communicates openly with others
   Almost Never ↔ A B C S DE ↔ Almost Always N/A
26. Keeps others appropriately informed
   Almost Never ↔ A B SC DE ↔ Almost Always N/A
Consistency

Straightforwardness
27. Confronts challenging situations when they arise
   Almost Never ← S AB C DE → Almost Always N/A
28. Is direct when communicating with others
   Almost Never ← S A BC DE → Almost Always N/A

Honesty
29. Acts with integrity
   Almost Never ← A S B CDE → Almost Always N/A
30. Practices what they preach
   Almost Never ← A B C S DE → Almost Always N/A

Keeps Commitments
31. Performs his or her responsibilities conscientiously
   Almost Never ← ABC S DE → Almost Always N/A
32. Stays with the job until it is done
   Almost Never ← A B S CDE → Almost Always N/A

Seeks Excellence
33. Seeks excellence in his or her responsibilities
   Almost Never ← A S B CDE → Almost Always N/A
34. Makes an observable effort to improve his or her skills
   Almost Never ← A B C S DE → Almost Always N/A