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Flexibility

Flexibility and Trust Survey

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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.

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Overall Flexibility

Level 3: High-Moderate Endorsement

(name) , you have been placed at Level 3 and are likely to be seen as cooperative and tolerant of other's feelings and needs. Because of your innate understanding, you can adapt to other people and situations. Further, once you have a flash of perception into an interpersonal problem, you are likely to encourage others in a constructive manner. As a result of this flexibility, others are likely to find you approachable and often sympathetic. You are likely to be perceived as somewhat willing to change your thinking and behavior to adapt to new conditions and situational demands. When working with others, you tend to be willing to make some effort to move into other peoples' worlds of interest, trying to some extent, to meet their needs as well as your own.

(name) because of this above average interpersonal flexibility, you have been placed at Level 3 as determined by your observers. Although not at the highest level of flexibility you have enough adaptability to have impact with people. Others believe you when they feel you are on their side and see you as competent in that situation. In turn, you are likely to find your role with people and your ability to meet others' needs personally satisfying.

Review the characteristics of high and low flexibility on pages 6 and 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.

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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 3: High-Moderate Endorsement

(name), on the interpersonal warmth scale, you have been placed at Level 3. You are likely to be seen by others as approachable and easy to work with. Your natural style when working with others is seen as approachable and cooperative. You are likely to make considerable effort to accommodate the views of others, offering constructive perspectives when appropriate. When dealing with people who have a different approach or communication style you are likely to be seen as somewhat willing to demonstrate your broad mindedness. Like many people your tolerance can be tested, however, you are likely to be seen as demonstrating some willingness to be seen as tolerant. Although your level of interpersonal warmth is not at the highest level, others are still likely to find you comfortable to work with and easy to approach.

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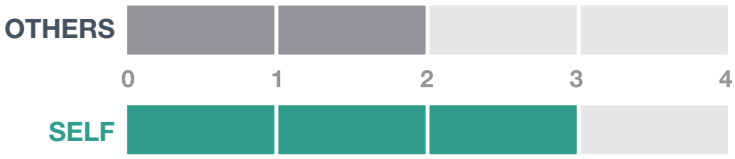
Interpersonal Understanding

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



Level 2: Low-Moderate Endorsement

(name), 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.

Level 3: High-Moderate Endorsement

(name), on the interpersonal encouragement scale you have been placed at Level 3. You are likely to be seen by others as somewhat willing to provide encouragement and praise to those you work with. You are likely to recognize the importance of giving praise when it is due, encouraging others in need and providing helpful advice when required. As such people are likely to see you as somewhat flexible, attempting to balance your needs with the needs of others..

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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 need, 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 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.

Disadvantage 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”.

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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.

Disadvantage 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.

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

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Mean Interpersonal Flexibility Scores

Your overall self-rating score was: **84**
Your overall average observer's score was: **75**

When your observer's score was compared to our normed sample you were placed at: **Level 3**

The levels and score range are:

Level 1: 15 – 60
Level 2: 61 – 72
Level 3: 73 – 83
Level 4: 84 – 90

	Average score you received from your observers	Average score of others who have taken this assessment
Rewarding	**5.33**	4.51
Encouraging	**5.33**	4.74
Gives praise	**5.17**	4.55
Cooperative	**5.17**	4.83
Behaves appropriately	**5.17**	4.99
Approachable	**5.17**	5.02
Appreciates others	**5.17**	4.88
Understands others	**5.00**	4.70
Tolerant	**5.00**	4.60
Adaptable	**5.00**	4.55
Flexible	**4.83**	4.60
Believable	**4.83**	4.91
Comforting	**4.67**	4.52
Gives helpful advice	**4.50**	4.83
Easy to understand	**4.17**	4.72

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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 Behaviors that Build Trust

There are four behaviors of trust that must be present for trust to develop and be sustained. Each behavior 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, behavior and their supporting values are:

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

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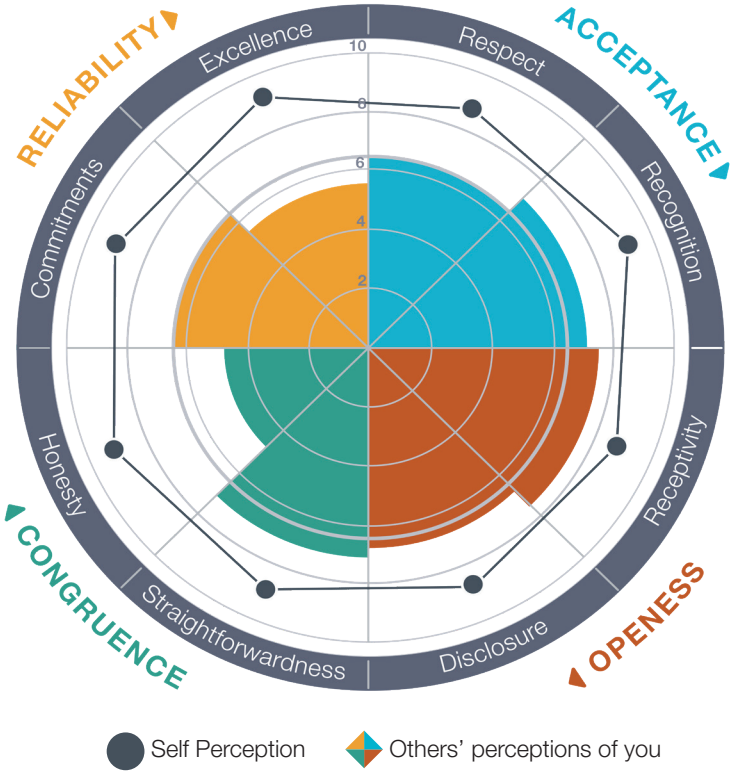
VALUES THAT BUILD TRUST SCORES



How to Read and Interpret Your Graph

The graph above shows 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 trust building ability with others?

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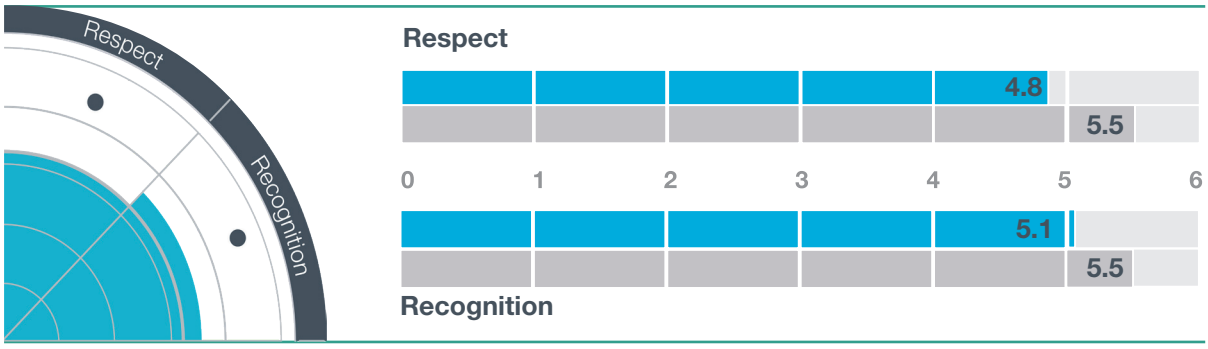
Acceptance



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

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.

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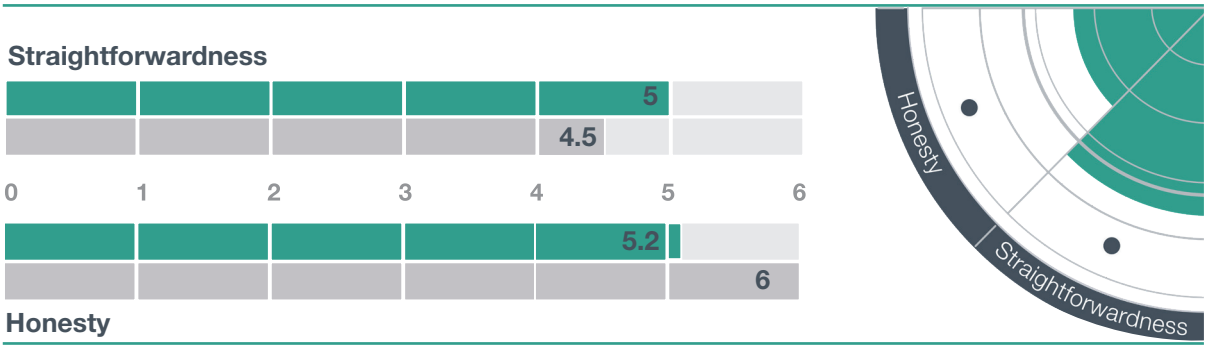
Congruence

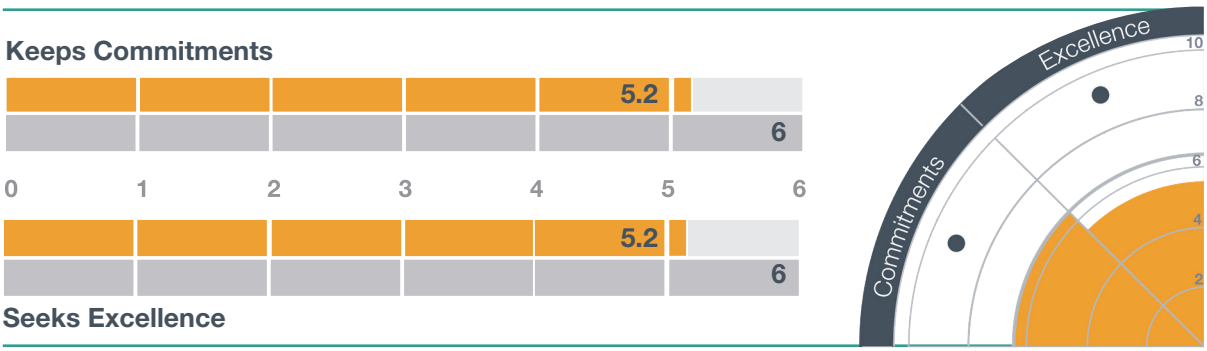


Congruence means ***the same as*** – what you say is the same as what you really mean, being **straightforward**. When you are not straightforward, other people tend to pick up on it. They see it in your body language, your facial expressions, or in the inconsistency in the tone of your voice.

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



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.

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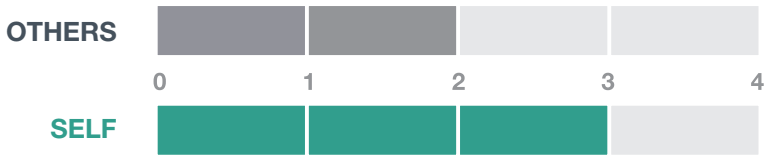
OVERALL LEVEL OF TRUST BUILDING SKILLS



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 above, is a comparison of your overall observer's average score and your overall self-score.

Your overall self-rating score was: **90**
Your overall average observer's score was: **80**

When your observer's score was compared to our normed sample you were placed at: **Level 2**.

The levels and score range are:

Level 1: 16 – 67

Level 2: 68 – 80

Level 3: 81 – 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. Remember, the person you want to trust you may be the opposite. **Both consistency and communication are necessary to build and sustain trust.**

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

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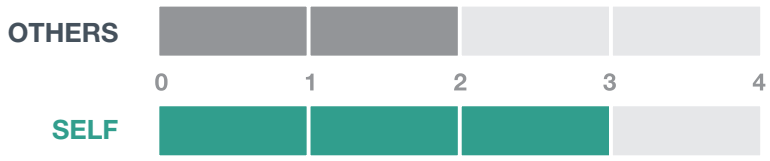
BUILDING TRUST THROUGH COMMUNICATION



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: **45**
Your overall average observer's score was: **39**

When your observer's score was compared to our normed sample you were placed at: **Level 2**

The levels and score range are:

Level 1: 8 – 31

Level 2: 32-39

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
Shows that he or she cares about other team members	**5.17**	4.83
Gives new ideas a fair hearing	**5.17**	4.73
Encourages others	**5.17**	4.75
Is free with praise of other team members	**5.00**	4.68
Is willing to change opinion in the face of new evidence	**4.83**	4.63
Communicates openly with others	**4.67**	4.69
Keeps others appropriately informed	**4.50**	4.52
Gives as much value to other's skills as to his or her own	**4.50**	4.74

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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 other team members	0	0	0	2	1**S**	3
17. Gives as much value to other's skills as to his or her own	0	0	1	2	2	1**S**
Recognition	Almost Never					Almost Always
18. Is free with praise of other team members	0	0	0	2	2**S**	2
19. Encourages others	0	0	0	1	3	2**S**
Receptivity	Almost Never					Almost Always
20. Gives new ideas a fair hearing	0	0	0	1	3	2**S**
21. Is willing to change opinion in the face of new evidence	0	0	1	0	4	1**S**
Disclosure	Almost Never					Almost Always
22. Communicates openly with others	0	0	0	3	2**S**	1
23. Keeps others appropriately informed	0	0	0	3	3	0**S**

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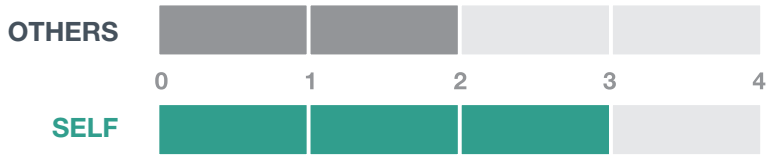
BUILDING TRUST THROUGH CONSISTENCY



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: **45**
Your overall average observer's score was: **41**

When your observer's score was compared to our normed sample you were placed at: **Level 2**

The levels and score range are:

Level 1: 8 – 36

Level 2: 37 – 41

Level 3: 42 – 46

Level 4: 47 – 48

Mean Consistency Scores

	Average score you received from your observers	Average score of others who have taken this assessment
Performs his or her responsibilities conscientiously	**5.50**	5.14
Confronts challenging situations when they arise	**5.33**	4.85
Acts with integrity	**5.33**	5.22
Seeks excellence in his or her responsibilities	**5.17**	5.14
Makes an observable effort to improve his or her skills	**5.17**	4.89
Practices what they preach	**5.00**	4.94
Stays with the job until it is done	**4.83**	5.04
Is direct when communicating with others	**4.67**	4.76

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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	2**S**	3
25. Is direct when communicating with others	0	0	1	2**S**	1	2
Honesty	Almost Never					Almost Always
26. Acts with integrity	0	0	0	1	2	3**S**
27. Practices what they preach	0	0	1	0	3	2**S**
Keep Commitments	Almost Never					Almost Always
28. Performs his or her responsibilities conscientiously	0	0	0	1	1	4**S**
29. Stays with the job until it is done	0	0	0	2	3	1**S**
Seeks Excellence	Almost Never					Almost Always
30. Seeks excellence in his or her responsibilities	0	0	0	1	3	2**S**
31. Makes an observable effort to improve his or her skills	0	0	0	1	3	1**S**

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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 job 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.

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