

This report enables Mary's manager to better utilize his/her strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Mary's consistency score is 100 which indicates that Mary is 100% consistent in answering the questionnaire. This indicates a high likelihood that Mary was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Important Factors to Consider

- Mary may tend to lack optimism. You will probably need to encourage him/her to look at the bright side of things.
- Mary is very motivated by opportunities for collaboration. You can also reward him/her with such opportunities.
- Mary strongly prefers to have recognition given privately rather than publicly.
- Mary is likely to be having difficulty managing stress. Ask him/her about the most stressful aspects of the position and discuss how the level of stress could be reduced. You could also encourage him/her to take a stress management course.
- Mary very much enjoys working in a team. Look for opportunities where he/she could work closely with other team members.

Other Possible Factors to Consider

- Mary will probably tend to express a reasonably high level of certainty about opinions even when he/she is not fully aware something. It may be wise to confirm the facts on important matters.
- Mary enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- Mary likes to have decision-making authority and is willing to accept responsibility. To motivate or reward Mary, offer him/her opportunities for more responsibilities. If you wish to retain him/her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Mary's skills and experience are sufficiently developed for each stage of increased authority.
- Mary may have only a moderate tolerance of people who are blunt. When communicating with Mary make sure you acknowledge his/her contributions and/or strengths before you express any corrective feedback.
- Mary may at times hesitate to put forward his/her own needs. Take the time to occasionally ask Mary if there is anything he/she needs that he/she hasn't mentioned yet.
- Mary sometimes enjoys opportunities to take initiative. Providing opportunities to take initiative could be one means of motivating or rewarding him/her. Provide clear guidelines and examples of the type of initiative he/she is authorized to take. If Mary has strong eligibility for this position, his/her initiatives are likely to be appropriate. However, if Mary's experience and skills are in a developmental stage, you will need to monitor that his/her initiatives are sufficient and within the guidelines.
- Mary prefers tasks or projects that are somewhat challenging. To manage him/her well, you will need to provide some challenges. If Mary has strong experience and skills, allow him/her to take on difficult challenges. If Mary's experience and skills are still developing, allow him/her to take on challenges in stages and monitor progress.
- Mary is motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Mary's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he/she has the experience and skills that are required.
- Mary is enthusiastic about his/her goals. Ask Mary about his/her goals. Try to gain a complete understanding of each of Mary's major goals and acknowledge each major goal. Then discuss how Mary's goals could be achieved in this position.
- Mary has only a moderate tendency to analyze the potential difficulties of plans and strategies. Therefore, it would be best if he/she were to receive other input before making important strategic decisions.