



# Flexibility and Trust Survey

SAMPLE PERSON

**Trust**inside  
**Assessments**

## Flexibility

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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. Yourself – 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

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### 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

Sample, 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.

Sample, 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.

## 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***

Sample, 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.

## 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***

Sample, on the interpersonal 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***

Sample, 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.

## 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.

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### 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.

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

## 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: **3**

The levels and score range are:

**Level 1:** 15 – 60

**Level 2:** 61 – 72

**Level 3:** 73 – 83

**Level 4:** 84 – 90

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