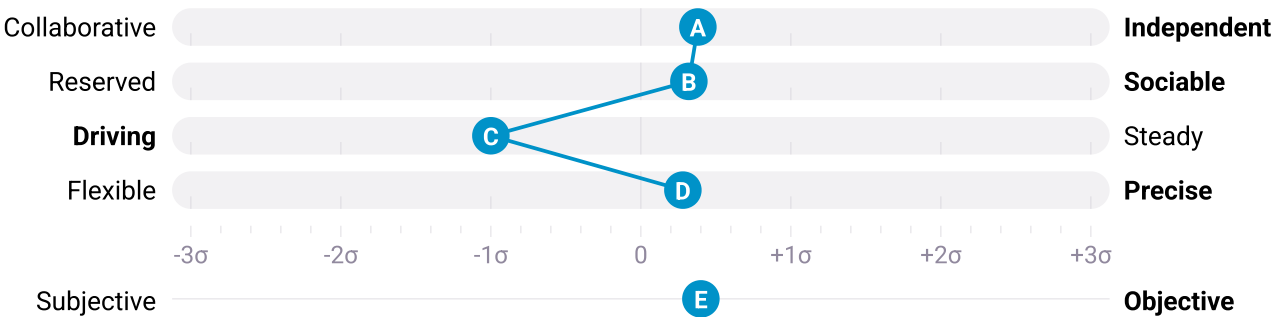


# Maria Flandoli

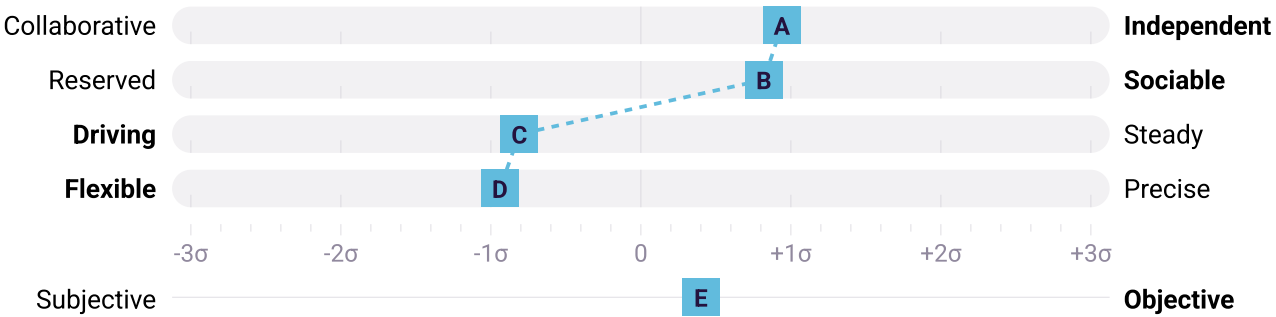


A Captain is a problem solver who likes change and innovation while controlling the big picture.

**Self** Behavioral Score ID\*: 964-6135-030 Assessment Date : 08/27/2025



## Self-Concept



\*A Behavioral Score ID is a unique identifier associated with your assessment results.

# Behavioral Report

Maria is a confident, independent self-starter with competitive drive, initiative, a sense of urgency, and the ability to make decisions and take responsibility for them. Can react and adjust quickly to changing conditions and come up with ideas for dealing with them.

Their drive is purposeful, directed at getting things done quickly. This individual responds positively and actively to challenge and pressure, and has confidence in their own ability to handle novel problems and people. An outgoing, poised person, a lively and enthusiastic communicator, tending to be a little more authoritative than persuasive in style. Talks briskly, with assurance and conviction and is a stimulating influence on others, while being firm, direct, and self-assured in dealing with them.

Distinctly faster-than-average pace of work, Maria learns and takes action quickly. On the other hand, they'll become impatient and restless working repetitively with routine details or structured work and will delegate such work if possible. Follow up will focus on completion and accomplishment, rather than how things were done. With an interest in other people and their development, Maria will delegate authority, limiting such delegation to those who can be trusted, and following up with pressure for timely results.

Makes decisions about people and situations quickly. Assesses what's generally going on, and rather than exhaustively research, pulls together the information at hand and takes forceful action. They're confident in assumptions about any missing information, and comfortable acting even in the absence of complete information. For this individual, continual progress towards the general goal is more important than always being exactly on track; course corrections will be made as necessary, when the time arises.

Self-assured, Maria sets high standards of achievement, both personally as well as for teams and looks for opportunities to compete and to win. Venturesome, they are stimulated by new challenges and situations, and can generally be found driving to new horizons. Harbors strong personal and professional ambition.

## Behavioral Factors

<div><div>C</div><div>Patience</div><div>-1σ</div></div> <div><div>Moderately Driving</div><div>Needs some...</div><div><ul style="list-style-type: none"><li>Variety</li><li>Opportunities to work at a faster than average pace</li><li>Mobility</li></ul></div></div>	<div><div>A</div><div>Dominance</div><div>+0.38σ</div></div> <div><div>Moderately Independent</div><div>Needs some...</div><div><ul style="list-style-type: none"><li>Independence</li><li>Control of own activities</li><li>To be challenged</li></ul></div></div>	<div><div>B</div><div>Extraversion</div><div>+0.32σ</div></div> <div><div>Moderately Sociable</div><div>Needs some...</div><div><ul style="list-style-type: none"><li>Opportunities to interact</li><li>Social acceptance</li><li>Opportunities to influence</li></ul></div></div>	<div><div>D</div><div>Formality</div><div>+0.28σ</div></div> <div><div>Moderately Precise</div><div>Needs some...</div><div><ul style="list-style-type: none"><li>Understanding of rules and regulations</li><li>Specific knowledge of the job</li><li>Freedom from risk of error</li></ul></div></div>
<div><div>E</div><div>Objectivity</div><div>+0.4σ</div></div> <div><div>Objective</div><div>Leans toward logic; likely to weigh facts and data over opinions</div></div>			

## Strengths

- Seeks to lead and have an impact
- People-oriented, sociable
- Able to deal with time pressure and change

## Potential Caution Areas

- Can seem authoritative
- May appear to be brusque
- Struggles to adhere to structure or direction

## Factor Combinations

<div><div><div>A</div><div>&gt;</div><div>C</div></div><div>Crossing midpoint</div></div> <div><div>Proactive</div><div><div><div>• Takes initiative</div><div>• Competitive</div><div>• Driven to get things done</div></div></div></div>	<div><div><div>B</div><div>&gt;</div><div>C</div></div><div>Crossing midpoint</div></div> <div><div>Quick to connect</div><div><div><div>• Fluent</div><div>• Fast-talking</div><div>• Lively</div></div></div></div>	<div><div><div>D</div><div>&gt;</div><div>C</div></div><div>Crossing midpoint</div></div> <div><div>Careful with rules</div><div><div><div>• Conscientious</div><div>• Thorough</div><div>• Precise</div></div></div></div>
<div><div><div>A</div><div>=</div><div>B</div></div><div>Both high</div></div> <div><div>Task- or people-oriented</div><div><div><div>• Situationally task- or people-oriented</div></div></div></div>	<div><div><div>A</div><div>=</div><div>D</div></div><div>Both high</div></div> <div><div>Comfortable or cautious with risk</div><div><div><div>• Strong drives to both control the decision and do it right</div><div>• Will likely experience tension when making decisions</div></div></div></div>	<div><div><div>B</div><div>=</div><div>D</div></div><div>Both high</div></div> <div><div>Formal or informal</div><div><div><div>• Situationally formal or informal</div></div></div></div>

## Strongest Behaviors

Maria will most strongly express the following behaviors:

- Proactivity, assertiveness, and sense of urgency in driving to reach personal goals. Openly challenges the world.
- Independent in putting forth their own ideas, which are often innovative and, if implemented, cause change. Resourcefully works through or around anything blocking completion of what they want to accomplish; aggressive when challenged.
- Impatient for results, puts pressure on themselves and others for rapid implementation, and is far less productive when doing routine work.
- Proactively connects quickly to others; open and sharing. Builds and leverages relationships to get work done.
- Comfortably fluent and fast talk, in volume. Enthusiastically persuades and motivates others by considering their point of view and adjusting delivery.
- Collaborative; usually works with and through others. Intuitive understanding of team cohesion, dynamics, and interpersonal relations.
- Risk-taking and focus on future goals; more concerned with the future than the past. Adaptable, operates flexibly.
- Makes decisions and takes action with relatively little need for proof to confirm their decision. More interested in their own ideas than traditional ones.
- Flexible approach to “the book” willing to bend the rules to achieve individual goals. An original thinker who isn’t easily discouraged by setbacks.

## Management Style

As a manager of people or projects, Maria will be:

- Broadly focused; attention is on where the team is going, and what goals are to be achieved, rather than on the specifics of how they will get there
- Comfortable delegating details and implementation plans
- Reluctant to delegate true authority; will discuss ideas with others, and is open to alternative viewpoints, but will only change opinions when an idea better helps the overall goal
- Quick to follow-up on delegated tasks, generally asking more whether it's finished than how it was accomplished
- Constantly looking to improve performance and ability to compete
- Inclusive and team-building
- Direct and quick to voice an opinion of how things are going.

## Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Maria with the following:

- As much independence and flexibility in activities as possible
- Opportunities to learn and advance
- Opportunities for expression of, and action on, ideas and initiatives
- Variety and challenge in responsibilities
- Opportunities to demonstrate skills, and recognition and reward for doing so
- Freedom from routines and repetitive details, balanced by accountability for results.

## Influencing Style

As an influencer, Maria will be:

- Authoritative in guiding processes towards goals
- Driven to keep the process moving along as quickly as possible
- Willing to take risks such as experimenting with a new idea or concept
- Flexible in working with others to gain agreement in different, and possibly unique, ways
- Outwardly focused on the audience, intuitively reading them and adjusting style to meet their needs if it will help advance the process
- Comfortable and adept at influencing others about intangibles such as ideas or concepts.

## Preferred Work Style

- Proactivity, assertiveness, and sense of urgency in driving to reach personal goals
- Independent in putting forth their own ideas, which are often innovative and, if implemented, cause change
- Proactively connects quickly to others; open and sharing