

Candidate: **Betty Penske**
Assessment: Pre-Hire Personality (Supervisor Focus) (Swipe Format)
Completed: September 23, 2023
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Test Results and Interview Guide

The Pre-Hire Personality (Supervisor Focus) (Swipe Format) assessment measures key factors related to high performance and tenure in this job. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. This report includes a one page summary, followed by detailed results with an embedded interview guide. Note that these results should always be used as a part of a balanced candidate selection process that includes independent evaluation steps, such as interviews and reference checks.

Overall

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Pre-Hire Personality (Supervisor Focus) (Swipe Format) September 23, 2023 The candidate's scores indicate moderate to high performance potential in most jobs. We recommend that this score be used in conjunction with a comprehensive process for evaluating potential performance, including the specific knowledge, skills, and abilities required for a particular job.	72	

Key

- ▼ Candidate Score
- Higher Risk
- Lower Risk
- Custom Baseline (Optional)

Competency Summary

Competency	Score	Interpretation
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability	72	
Drive	96	
Empathy and Emotional Self-Control	63	
Integrity	10	
Leader Mindset	81	
Maintaining Awareness of Team Member Needs	91	
Teamwork	93	

Comparison

Percentile scores indicate how the candidate compares to other test-takers within various groups. The candidate scored equal to or better than the fraction of test-takers indicated by the percentile.


Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100	
Global	72nd												
United States	60th												
HR Avatar Data	66th												

Detail

Candidate: **Betty Penske**, bettypenske@yourcompany.org
 Assessment: Pre-Hire Personality (Supervisor Focus) (Swipe Format)
 Authorized: September 23, 2023, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
 Started: September 23, 2023 at 6:51:41 AM EST
 Completed: September 23, 2023 at 6:51:41 AM EST
 Overall Score: 72



Personality Characteristics Detail



This section contains a list of personality characteristics that are frequently associated with job performance. Remember, these are not skills and do not indicate the ability to do a job. Rather, they can be used to evaluate the candidate's fit with the general needs of the job and the organizational culture. Sample interview questions are provided to gather more information.

Detail	Interview Guide
<p>Adaptability Score: 72</p>  <p><i>Description:</i> This scale reflects how accepting a person is of frequent or substantial changes in his or her job requirements. Changing work requirements usually cause stress and put pressure on an individual to adapt. High scorers usually thrive under changing work conditions, while low scorers may burn out or become paralyzed. In more stable job circumstances, high scorers may become bored, while low scorers would remain satisfied.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed. However, may appear uninterested under certain circumstances.</p>	<p>Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?</p> <p style="text-align: center;"> ★ 1 ★ 2 ★ 3 ★ 4 ★ 5 </p> <p>Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.</p> <p>Feelings: Unfazed or Slightly Resistant. Handled the situation & change only impacted their work in a minor way.</p> <p>Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.</p> <hr/> <p>What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions?</p> <p style="text-align: center;"> ★ 1 ★ 2 ★ 3 ★ 4 ★ 5 </p> <p>Candidate doesn't have an effective technique to keep them from getting burnt out.</p> <p>Candidate is only able to explain one effective technique to keep them from getting burnt out.</p> <p>Candidate explains multiple effective techniques allowing themselves to not get burnt out.</p>

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<p>Drive Score: 96</p> <p><i>Description:</i> This scale reflects the degree to which an individual will work hard to achieve goals and solve critical problems in the organization. High scores on this scale indicate a person will be diligent in their work and use all necessary sources to solve problems. Low scores on this scale indicate a person may be unenthusiastic about work and may struggle with complex tasks and challenges.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Highly motivated by challenging goals and tasks, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on understanding guidelines, following the rules and personal achievement.</p>	<p>Describe a time when you had some extra time available at work. How did you use this extra time?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td style="width: 20%;">Did not use their time in a beneficial way, or in a way that added value to the organization.</td> <td style="width: 20%;">Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).</td> <td style="width: 20%;"></td> <td style="width: 20%;">Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.</td> <td style="width: 20%;"></td> </tr> </table> <hr style="border: 1px solid black; margin: 20px 0;"/> <p>How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td style="width: 20%;">Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.</td> <td style="width: 20%;">Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.</td> <td style="width: 20%;"></td> <td style="width: 20%;">Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.</td> <td style="width: 20%;"></td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Did not use their time in a beneficial way, or in a way that added value to the organization.	Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).		Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.		★ 1	★ 2	★ 3	★ 4	★ 5	Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.	Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.		Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.	
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<p>Empathy and Emotional Self-Control Score: 63</p> <p><i>Description:</i> Demonstrates exceptional strengths in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to be very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.</p> <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Demonstrates moderate strength in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to generally be effective at demonstrating to customers or coworkers that they understand and care about them, maintaining current levels of customer loyalty, work relationships, and conflict in the workplace.</p>	<p>How well can you sense how others around you are feeling? How do you use this information when interacting with them?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>Demonstrates that they are unable to sense how others around them are feeling.</td> <td></td> <td>Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.</td> <td></td> <td>Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.</td> </tr> </table> <hr style="border: 1px solid black;"/> <p>What do you typically do when you are working closely with someone who is very upset?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>They have an inappropriate response and don't demonstrate understanding or care.</td> <td></td> <td>They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.</td> <td></td> <td>They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Demonstrates that they are unable to sense how others around them are feeling.		Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.		Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.	★ 1	★ 2	★ 3	★ 4	★ 5	They have an inappropriate response and don't demonstrate understanding or care.		They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.		They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.
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<p>Integrity Score: 10</p>  <p><i>Description:</i> This scale reflects the degree to which an individual acts positively towards the organization, avoids unnecessary risk, and, simply put, does the right thing. High scores on this scale indicate a person will act in the organization's best interest, follow the rules, and work hard under limited supervision. Low scores on this scale indicate a person may engage in risk-taking behaviors, work to undermine the organization, and only do the bare minimum.</p> <p><i>Interpretation:</i> The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.</p> <p>Distrusts the organization and management. Frequently assumes new ideas or changes will have a negative individual impact. Can be defensive regarding his or her own work, or show hostility towards management or company policies. May take unnecessary risks on the job.</p>	<p>What circumstance(s) might cause you to withhold information from your supervisor? How would you judge whether doing so would be justified?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>Shows that they are not concerned about ethics or organizational values/rules.</td> <td></td> <td>Explains only situational circumstances. Judgement does not stem from an ethical standpoint.</td> <td></td> <td>Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</td> </tr> </table> <hr/> <p>Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>Answer shows that they are not concerned about ethics or organizational values/rules.</td> <td></td> <td>Explains only situational circumstances. Judgement does not stem from an ethical standpoint.</td> <td></td> <td>Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Shows that they are not concerned about ethics or organizational values/rules.		Explains only situational circumstances. Judgement does not stem from an ethical standpoint.		Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.	★ 1	★ 2	★ 3	★ 4	★ 5	Answer shows that they are not concerned about ethics or organizational values/rules.		Explains only situational circumstances. Judgement does not stem from an ethical standpoint.		Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.
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<p>Leader Mindset Score: 81</p>  <p><i>Description:</i> Individuals scoring highly in Leadership Mindset want to be in charge. They confidently take responsibility for their team and expect to be held accountable for results. They understand the importance of trust in both directions and they delegate appropriately. They also know how to motivate individuals to contribute unselfishly to group goals.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Strongly prefers to be in charge and seeks out leadership opportunities. Feels that others naturally accept their leadership. Has a high degree of confidence in his or her own leadership ability.</p>	<p>How would you describe your leadership style? What values are most important to you as a leader?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>Their leadership style doesn't fit well with the organization; style only shows 1 key leadership skill.</td> <td></td> <td>Their leadership style represents one that fits well into the organization; style shows 2 key leadership skills.</td> <td></td> <td>Their leadership style represents one that fits well into the organization; style shows multiple leadership skills.</td> </tr> </table> <hr/> <p>Who is your favorite leader? Why?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>Their favorite leader is not described in a way that shows leadership skills.</td> <td></td> <td>Their favorite leader is described as someone who has a couple key leadership skills and does not relate those skills to themselves.</td> <td></td> <td>Their favorite leader is described as someone who has multiple key leadership skills and is able to relate those skills to themselves.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Their leadership style doesn't fit well with the organization; style only shows 1 key leadership skill.		Their leadership style represents one that fits well into the organization; style shows 2 key leadership skills.		Their leadership style represents one that fits well into the organization; style shows multiple leadership skills.	★ 1	★ 2	★ 3	★ 4	★ 5	Their favorite leader is not described in a way that shows leadership skills.		Their favorite leader is described as someone who has a couple key leadership skills and does not relate those skills to themselves.		Their favorite leader is described as someone who has multiple key leadership skills and is able to relate those skills to themselves.
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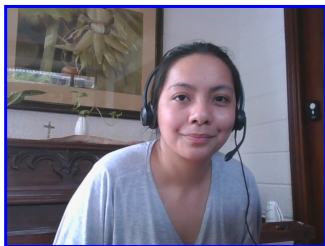
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<p>Maintaining Awareness of Team Member Needs Score: 91</p>  <p><i>Description:</i> This scale reflects the degree to which an individual senses the needs of team members and sees things from their point of view. High scores on this scale indicate that the individual will likely be very effective at demonstrating to team members that they understand and care about them. This leads to significantly improved loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Demonstrates exceptional ability to sense the needs of team members and see things from their point of view. Likely to be very effective at demonstrating to team members that they understand and care about them, resulting in significantly improved loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.</p>	<p>How do you sense how multiple team members are feeling? How do you use this information when interacting with the team?</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 20%;">★ 1</td> <td style="width: 20%;">★ 2</td> <td style="width: 20%;">★ 3</td> <td style="width: 20%;">★ 4</td> <td style="width: 20%;">★ 5</td> </tr> <tr> <td style="width: 20%;">They are not able to sense multiple members' feelings.</td> <td style="width: 20%;">They are able to sense multiple members' feelings. However, they don't use this to show understanding and care.</td> <td style="width: 20%;">They are able to sense multiple members' feelings. However, they don't use this to show understanding and care.</td> <td style="width: 20%;">They are able to sense multiple members' feelings. However, they don't use this to show understanding and care.</td> <td style="width: 20%;">They are able to sense multiple members' feelings. They use this to show understanding and care.</td> </tr> </table> <hr/> <p>Tell me about a time when you had difficulties understanding the needs of a team you were working with. Why do you think it was difficult?</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 20%;">★ 1</td> <td style="width: 20%;">★ 2</td> <td style="width: 20%;">★ 3</td> <td style="width: 20%;">★ 4</td> <td style="width: 20%;">★ 5</td> </tr> <tr> <td style="width: 20%;">They place blame on their team and/or don't show they have learned from the incident.</td> <td style="width: 20%;">They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.</td> <td style="width: 20%;">They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.</td> <td style="width: 20%;">They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.</td> <td style="width: 20%;">They have learned from the incident and can clearly express possible reasons.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	They are not able to sense multiple members' feelings.	They are able to sense multiple members' feelings. However, they don't use this to show understanding and care.	They are able to sense multiple members' feelings. However, they don't use this to show understanding and care.	They are able to sense multiple members' feelings. However, they don't use this to show understanding and care.	They are able to sense multiple members' feelings. They use this to show understanding and care.	★ 1	★ 2	★ 3	★ 4	★ 5	They place blame on their team and/or don't show they have learned from the incident.	They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.	They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.	They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.	They have learned from the incident and can clearly express possible reasons.
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<p>Teamwork Score: 93</p>  <p><i>Description:</i> This scale reflects the degree to which an individual works well with teams and maintains positive interpersonal relationships. High scores on this scale indicate a person will thrive in collaborative team settings and maintain high-quality relationships with coworkers. Low scores on this scale indicate a person will prefer working on individual projects and may struggle to maintain close working relationships with colleagues.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Actively cultivates and maintains relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains positive relationships with colleagues and uses them to achieve work outcomes and meet goals.</p>	<p>Describe a time when you worked in a team. What was your role? How did you delegate tasks with the other team members?</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 20%;">★ 1</td> <td style="width: 20%;">★ 2</td> <td style="width: 20%;">★ 3</td> <td style="width: 20%;">★ 4</td> <td style="width: 20%;">★ 5</td> </tr> <tr> <td style="width: 20%;">They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.</td> <td style="width: 20%;">They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.</td> <td style="width: 20%;">They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.</td> <td style="width: 20%;">They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.</td> <td style="width: 20%;">They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</td> </tr> </table> <hr/> <p>Do you prefer working in teams or by yourself? Why?</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 20%;">★ 1</td> <td style="width: 20%;">★ 2</td> <td style="width: 20%;">★ 3</td> <td style="width: 20%;">★ 4</td> <td style="width: 20%;">★ 5</td> </tr> <tr> <td style="width: 20%;">They choose teams or individual and feel they would be incapable of working in the opposite environment.</td> <td style="width: 20%;">They feel they would work well in either environment but are unable to back that up with rational reasons.</td> <td style="width: 20%;">They feel they would work well in either environment but are unable to back that up with rational reasons.</td> <td style="width: 20%;">They feel they would work well in either environment but are unable to back that up with rational reasons.</td> <td style="width: 20%;">Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.	They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.	They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.	They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.	They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.	★ 1	★ 2	★ 3	★ 4	★ 5	They choose teams or individual and feel they would be incapable of working in the opposite environment.	They feel they would work well in either environment but are unable to back that up with rational reasons.	They feel they would work well in either environment but are unable to back that up with rational reasons.	They feel they would work well in either environment but are unable to back that up with rational reasons.	Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.
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Identity Confirmation Photos

The following photos of the candidate and any identification were uploaded during the assessment session.

Photo Analysis Results

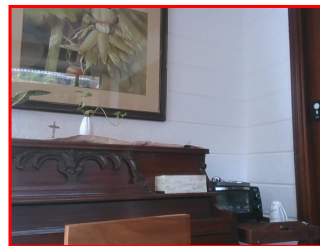
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



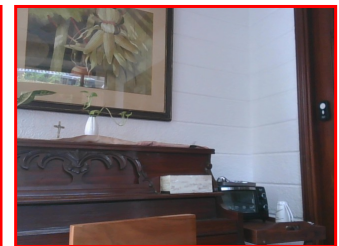
Pre/Post-Test Photo



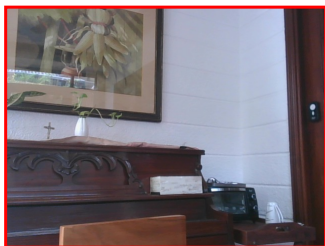
ID Photo



In-Test Error Detected (No Face Detected)



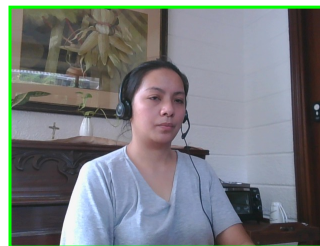
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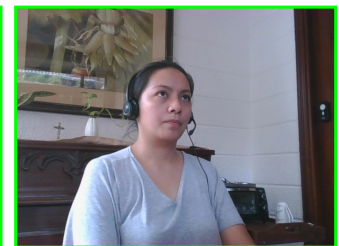
In-Test Error Detected (No Face Detected)



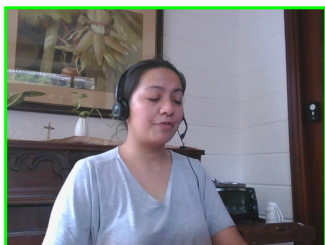
In-Test Photo



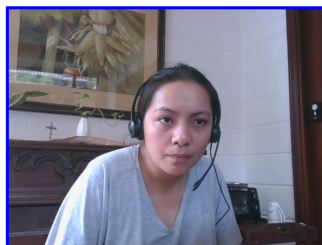
In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo

Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on "Recalculate Percentiles" within the online results viewing pages at www.hravatar.com.
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- Sim ID: 14197-1, Key: 0-0, Rpt: 68, Prd: 5218, Created: 2023-09-23 11:51 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

Score Calculation Detail

The following table provides a summary of how the overall score was calculated from the individual competency scores. Competency scores are calculated on a 0-100 scale by first calculating a Z statistic based on test-taker responses and then transforming the Z value to a scale with target mean and standard deviation. Certain competencies have a normal score distribution where it is best to be closest to the mean. For these competencies we modify the Z statistic by multiplying its absolute value by minus 1 for the overall score calculation. Next, to calculate the overall score, a weighted average of all modified competency Z statistics is computed and this weighted average is itself transformed to a Z statistic, which is then transformed to a score with the same target mean and standard deviation. Finally outlier scores are adjusted if they are below 0 or above 100.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Adaptability	72.4149	Z-Statistic	0.4943	14.2857
Drive	96.7798	Z-Statistic	2.1187	14.2857
Empathy and Emotional Self-Control	63.1056	Z-Statistic	-0.1263	14.2857
Integrity	10.0000	Z-Statistic	-3.6667	14.2857
Leader Mindset	81.3761	Z-Statistic	1.0917	14.2857
Maintaining Awareness of Team Member Needs	91.3286	Z-Statistic	1.7552	14.2857
Teamwork	93.9776	Z-Statistic	1.9318	14.2857

Weighted Average of Competency Z-Scores:	0.5141
Mean applied to Raw Weighted Avg:	0.0000
Standard Deviation applied to Raw Weighted Avg:	1.0000
Normalized Raw Score:	0.5141
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	72.7118

Notes

(This area is intentionally blank - it's reserved as space for your notes.)