

Company: U-MAN Belgium
 Position: HR & Administration Manager

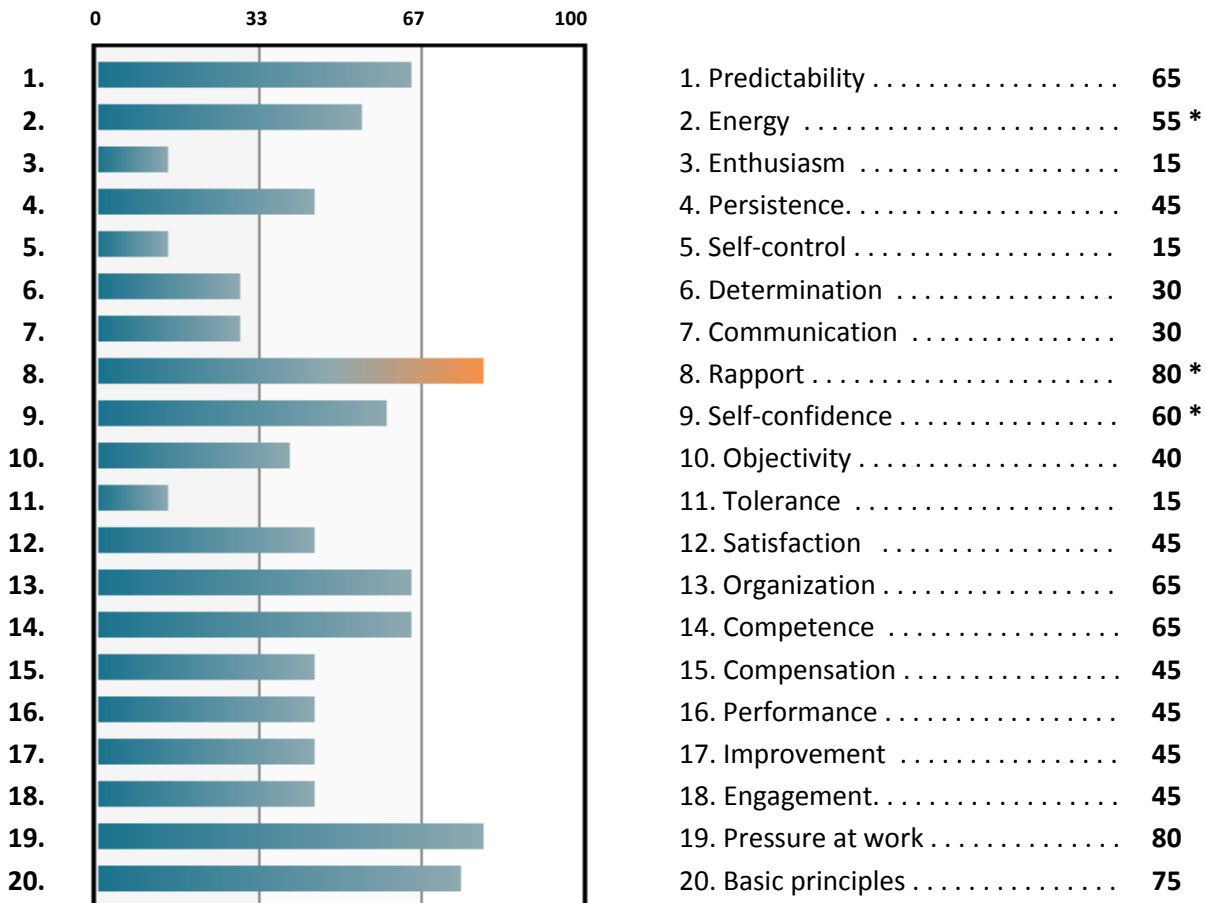
Employee's ID: 0227-3893-5818 EB
 Date: 22-02-2021

IMPORTANT:

Per applicable laws, the JOBSTAR™ (a Job Performance & Satisfaction Assessment) should never be used exclusively to conduct a full performance appraisal. In order to provide the best help and guidance, the following 5-step formula should be applied as part of a good, effective performance review process:

1. Reviewing/updating the specific job description with the evaluated person
2. Formally communicating with the evaluated person about the performance review process and materials used
3. Assessing the specific job-related hard and soft skills (this is the JOBSTAR™ step)
4. Conducting a performance appraisal interview, per the company performance review policy
5. Developing an action plan with the evaluated person, based on the outcome of the performance review process

GENERAL PROFILE:



* If asterisk: see details in text

NOTE: HOW TO ADDRESS LOW TRAITS

- Determine how the mentioned low trait(s) can be managed or corrected, considering the job description specifics.
- Check if any very low trait (20 or lower) could be due to some recent difficult situation.
- Discuss these (very) low traits with the evaluated person and develop an action plan to improve performance & happiness on the job.

PLEASE NOTE:

This profile contains one or more *conflicting personality characteristic(s)*.

The analysis of conflicting personality characteristics reveals behavioral patterns which would not be visible by just considering individual personality traits. When applicable, the existence of conflicting personality characteristics may help explain sometimes less rational, undesired or uncontrolled (compulsive) attitudes. Conflicting personality characteristics can be temporary or recurrent.

IMPORTANT: Understanding how some conflicting personality characteristic(s) can affect your effectiveness and happiness at work is often the first step to improvement. Everybody can have a few or more of them. Most can be improved or corrected.

See the note(s) below.

NOTE: You currently appear to be affected by a big problem.

You appear to be currently affected by some overwhelming problem for which you don't seem to have an immediate solution. This situation makes you quite nervous or anxious and may strongly affect your effectiveness and happiness on the job.

DESCRIPTION OF TRAITS:

1. Predictability: 65



- Good level of predictability - usually stable in mood or intentions.
- Quite coherent and consistent in judgments or opinions.
- Quite reliable about decisions or intentions.
- Usually not hesitant in making decisions.
- Rather certain and confident about the future.

2. Energy: 55 *



- You currently demonstrate a fairly good level of energy and dynamism.
- Currently seem more attracted by routine tasks which do not require too much effort.
- May have difficulty to persist through big challenges.
- You sometimes have some difficulty to complete tasks on time.

Note: Your level of energy is not stable. This can affect your effectiveness on the job.

3. Enthusiasm: 15



- You currently demonstrate lack of interest and enthusiasm.
- May adopt a rather negative, pessimistic attitude on the job.
- Currently having difficulty in taking initiatives or coping with challenges.
- Tend to put too much attention on problems and barriers.

Note: This may be due to a bad experience of the past, some big disappointment or a recent failure. Such a situation can temporarily "destabilize" one's personality. It definitely affects your effectiveness and happiness at work.

4. Persistence: 45

- You do not currently appear very stable to others.
- May have some difficulty persisting in the same direction, especially under pressure.
- You do better if encouraged in order to persist and achieve expected results.
- May appear a bit disorderly and lacking concentration.

5. Self-control: 15

- You currently demonstrate a very high state of nervousness or anxiety.
- Extremely worried and sensitive.
- Cannot relax easily - huge difficulty to stay calm.

Note: You seem to be currently facing some insurmountable, overwhelming problem or situation. Please consider the possibility of such a difficult, temporary situation, as it can indeed shake one's personality. It definitely can affect your effectiveness and happiness on the job.

6. Determination: 30

- You currently demonstrate a rather low level of determination/assertiveness.
- Do not always face difficulty in a very effective way.
- Sometimes underestimate your aptitudes.
- Do not express feelings freely.
- Rather careful; may have difficulty to achieve expected results.

7. Communication: 30

- You currently appear to be rather withdrawn, uncommunicative.
- May sometimes appear reserved, introverted and not cordial.
- Communication limited to social remarks.
- Currently a bit individuated, unopen in your communications.

Note: You might have some intentions you do not want others to know about - or some considerations you do not want to talk about. You definitely do not like to share or communicate your feelings. This may affect your

relationships at work and may lead other people to wonder about your intentions and/or motivations.

8. Rapport: 80 *



- You openly demonstrate high consideration for others.
- Very high level of empathy.
- Openly concerned about people.
- Warm and affectionate toward others.
- Cordial, showing good understanding for others, even in a first approach.
- You have a friendly attitude and you are openly responsive to the needs of others.

Note: You may sometimes appear a bit too emotive.

9. Self-confidence: 60 *



- You demonstrate a good level of self-confidence.
- You usually do not doubt own capacities.
- Not hesitant in tasks.
- Certain about the future.
- No difficulty undertaking important tasks which require a great deal of autonomy.
- If left alone, you still feel secure and untroubled.

Note: Although you demonstrate a rather good level of self-confidence, you may sometimes have trouble in obtaining what you want, due to a low level of determination & assertiveness (See trait # 6).

10. Objectivity: 40



- You tend to appear relatively objective to others.
- May sometimes evaluate situations based on personal opinions rather than based on facts.
- May sometimes tend to blame a bit the environment or others for problems you can't solve.
- May introvert a bit when having to face challenges or difficult circumstances.
- Other people might feel that it is not always easy for you to take full responsibility for what happens.

11. Tolerance: 15

- You currently may demonstrate a very intolerant, critical attitude.
- You can be very suspicious of others and their actions.
- Might express disagreements in a rather hard way.
- You tend to want to be right.
- You do not always easily accept criticism.

Note: Such an attitude may be due to a strong disagreement with somebody or in reaction to a situation you do not control well. Please consider the possibility of such a difficult, maybe temporary situation, as it can indeed shake one's personality. It can definitely affect your effectiveness and happiness on the job.

12. Satisfaction: 45

- You currently appear quite unsatisfied with your professional achievements and progress.
- Do not consider that you are winning much on the job.
- Currently lack strong motivation and drive in doing daily tasks and making things go right.
- Not in a very good spirit of working hard.
- You seem to do your work without much passion or interest.

13. Organization: 65

- You are rather well organized.
- May have slight difficulty to stay orderly, when under pressure.
- Managing priorities rather well.
- Can concentrate but do not appreciate long lasting administrative efforts too much.
- You can tolerate the administrative aspect of your work fairly well.

14. Competence: 65



- You consider having a good level of skills for your current position.
- However your competence can be improved, which would lead to higher effectiveness and happiness at work.
- A performance review is recommended with your senior(s) to determine what can be done to further develop your technical skills.

15. Compensation: 45



- You currently do not consider being properly compensated, financially.
- Having quite some attention on the financial aspect of your work.
- Not very satisfied about how your work is valued by management.
- This may lead to lack of motivation on the job.

16. Performance: 45



- You are currently not very satisfied with your performance on the job.
- Aware that the amount and quality of work needs to be improved.
- This may have a negative impact on your motivation and willingness to make things go right.
- A performance review is recommended to detect what needs to be done to quickly increase your effectiveness and happiness at work.

17. Improvement: 45



- You currently consider that not enough is being done to help you improve on the job.
- Rather low satisfaction regarding the development of your skills.
- This may lead to a lack of motivation and/or aptitude to perform better.

18. Engagement: 45

- Mostly doing your job but not very interested in contributing to the group.
- Not very proud of your organization and quite uncertain about your future in the team.
- Your level of engagement in - and commitment to the organization is currently quite low.

19. Pressure at work: 80

- You appear to resist very well to job-related stressful situations.
- Usually do not lose control under very difficult circumstances.
- No difficulty to concentrate.
- Usually do not make big mistakes.
- Your resistance to high pressure at work is very good.

20. Basic Principles: 75

- You are rather flexible in your relationships.
- Usually do not generate conflicts in a team.
- Usually demonstrate a good understanding and tolerance toward others.
- You usually are pleasant to work with.

QUESTIONS?

Ask for a personalized evaluation by one of our consultants.