



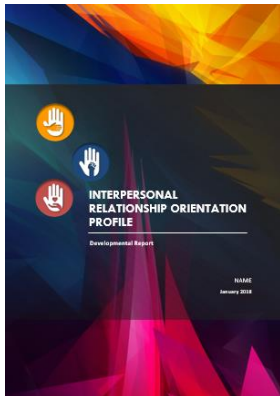
INTERPERSONAL RELATIONSHIP ORIENTATION PROFILE

Developmental Report

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INTRODUCTION



The purpose of this report is to show how your results from the Interpersonal Orientation assessment can help you understand your behaviour and the behaviour of others in your organization. Information from the Interpersonal Orientation tool can help you maximize the impact of your actions, identify options for increasing your job satisfaction and productivity, and explore alternative ways to achieve your goals. This report provides an explanation of your results and then considers how your results can help you:

As you read this report, keep in mind that all instruments have limitations. The Interpersonal Orientation instrument is not a comprehensive personality test; it focuses on how you are oriented to interpersonal relations. Results should not be used to make a judgment about whether any behaviour or any person is good or bad.

The Interpersonal Orientation assessment is a measure of interpersonal needs, flex characteristics and derailment, not a test of abilities, career interests, or success. Finally, you should avoid making a major decision based on the results of only one instrument.

This tool measures your interpersonal needs in three areas –

Inclusion – The need for Inclusion relates to forming new relationships and associating with others; it determines the extent of contact and prominence that a person seeks.

Control – The need for Control relates to decision making, influence, and persuasion between people; it determines the extent of power or dominance that a person seeks.

Affection – The need for Affection relates to emotional ties and warm connections between people; it determines the extent of closeness that a person seeks.

Further the tool measures the preferences on two distinct aspects:

Expressed– The extent to which you will initiate the behaviour.

Wanted– The extent to which you want or will expect that behaviour from others.

The **second part** of the report highlights the interpersonal relationship derailers.

The **third part** of the report shows how your results from the FLEX component can help you understand your flexing capacity and self-awareness.

The **fourth part** of the report covers the challenges of being interpersonal savvy and self-development section to overcome the challenges.

The last part of the report helps you chart a comprehensive developmental plan based on your strengths and development areas.

Sample Report

INTERPERSONAL RELATIONSHIP ORIENTATION
PROFILE AND SCORE INTERPRETATION

INTERPERSONAL RELATIONSHIP ORIENTATION PROFILE



Sample Report

OVERALL INTERPERSONAL NEED SCORES

- You are selective and choosy
- You are cautious about using or sharing authority
- You have more impersonal demands
- You keep only some relationships close and personal

Total Need Score Range:
16-26
MEDIUM LOW



Interpretation

Interaction with others in all the areas of Inclusion, Control, and Affection may appeal to you on a selective basis. You are likely to be choosy about how, when, and where you associate with others and cautious about how you use or share authority. Some close relationships are probably important to you, but they may not be your preference. You may prefer the more impersonal demands of relationships with others.

Sample Report

EXPRESSED AND WANTED SCORES

EXPRESSED SCORES

Your result for Total Expressed Behaviour indicates how often you take initiative in approaching others to fulfil the three basic interpersonal needs. In general, it shows how comfortable you are with being proactive.

Expressed Score
Range:
8-19
MEDIUM



Interpretation

Your result on Total Expressed is in the medium range, which suggests that sometimes you initiate activities with others and sometimes you don't.

Sample Report

WANTED SCORES

Your result for Total Wanted Behaviour indicates how much you rely on others to get what you need. In general, it shows how comfortable you are being reactive or responsive.

Wanted Score
Range:
8-19
MEDIUM



Interpretation

Your result on Total Wanted is in the medium range, which suggests that sometimes you want others to initiate activities with you and sometimes you don't.

INCLUSION



The need for Inclusion relates to forming new relations and associating with others; it determines the extent of contact and prominence that a person seeks.

Score Range:
High Expressed
(7-9)

Low Wanted
(0-2)



Interpretation

You come across as very outgoing and socialise with ease. Your interaction with others helps you gain the associations you want. You are very likely to have a deep underlying need for privacy. You may have a large number of casual acquaintances, but more likely to enjoy being with a small group of friends. People find it puzzling that you engage others in your activities so enthusiastically, yet frequently turn down their invitations.



You at Workplace

You enjoy working in an environment where you can benefit from social skills, but one that also permits frequent or extended periods of solitude or independence. You find it hard to limit the social demands others make without offending them. You may have difficulty finding ways to use your social skills and maintain independence at the same time. You need to select which group you want to take part in and how often. You have an inconsistent attitude towards socialising with others which may cause criticism. You say no to avoid exhaustion that comes from too many people making claims on you.

Sample Report

Your Strengths Areas

- *You find enough independent time to feel at peace, yet are able to use your social skills*
- *You get much needed solitary time contrary to appearances*
- *You understand that if your life seems too cluttered with people, you are probably behaving as if you are more sociable than you really are*
- *You utilise socially accepted ways of keeping others at a distance*
- *You say no to avoid exhaustion that comes from too many people making claims on you*

Your Possible Development Areas

- *You find it hard to limit the social demands others make without offending them*
- *You may have difficulty finding ways to use your social skills and maintain independence at the same time*
- *You need to select which group you want to take part in and how often*
- *You have an inconsistent attitude towards socialising with others which may cause criticism*

INCLUSION



Strategies for Development

1. *Learn how to use your social skills yet maintain your independence.*
2. *Be consistent in your approach towards socializing with people.*
3. *While being a part of group activities, make conscious effort to manage your enthusiasm to play a prominent part of the group.*

Score Range:
High Expressed
(7-9)

Low Wanted
(0-2)



My Self-Reflection Corner

UNDER-SOCIAL (introverted, withdrawn; not take risk of being ignored)	SOCIAL (Successful resolution of inclusion)	OVER-SOCIAL (extroverted, outgoing; fear no one interested in him, but makes them pay attention anyway)
Low E and W, Low E and High W	Moderate E and W	High E and W, High E and Low W

Sample Report

What are the advantages of behaviours driven by Inclusion orientation?

In what situations might the behaviours driven by Inclusion orientation be less helpful?

What alternatives might there be?

CONTROL



The need for Control relates to decision making, influence, and persuasion between people; it determines the extent of power or dominance that a person seeks.

Score Range:
Low Expressed
(0-2)
High Wanted
(7-9)



Interpretation

You have little need to direct or influence people and clearly convey this message to others. You are responsive to others' direction and may actually prefer that they make the decisions. You value freedom from responsibility. You wish to leave decision making to others. You worry about the consequences of taking responsibility and try to avoid it due to fear of failure. You are most comfortable when you understand the situation and what is wanted.



You at Workplace

You are most productive while working in an non-pressure environment where there are set routines and clear rules and expectations. You prefer to follow directions and carry out plans, while letting someone in authority take the lead and assume responsibility for the final outcome. You enjoy the planning and preparation stages while getting others to implement them. You enjoy jobs that allow you a fair amount of time to pursue enjoyable personal activities.

Sample Report



Your Strengths Areas

- *You receive thorough briefings or trainings on the duties you are expected to perform*
- *You work where there is someone in authority and is consistent*
- *You make sure the closest people to you understand that you frequently need time for fun activities in order to perform and feel your best*
- *You share similar recreational interests with close ones*
- *You limit social or volunteer activities that feel like an obligation*



Your Possible Development Areas

- *Your willingness to let others direct you may allow them to exploit you*
- *Missing opportunities to lead or influence may cause you to feel resentful when decisions that involve you are made without your consent or input*
- *You may have underlying worries about your competency*
- *You may neglect to schedule enough personal time to release tension when you have too much responsibility*
- *Failing to develop your own abilities to guide and influence others might be the reason for your willingness to let others take responsibility*
- *You feel inwardly angry because you have repressed your own desires for self-reliance*

CONTROL



Strategies for Development

1. *Take out enough personal time to relive your stress.*
2. *Don't feel resentful when provided with opportunities to lead or influence. Take time to understand the work and then take in the charge.*
3. *Acknowledge your abilities and competencies and stop worrying unduly about it.*

Score Range:
Low Expressed
(0-2)

High Wanted
(7-9)



My Self-Reflection Corner

ABDICRAT (submission and abdication of power)	DEMOCRAT (successful resolution of power and control issues)	AUTOCRAT (Domination, power seeking)
Low E and W, Low E and High W	Moderate E and W	High E and W, High E and Low W

Sample Report

What are the advantages of behaviours driven by Control orientation?

In what situations might the behaviours driven by Control orientation be less helpful?

What alternatives might there be?

AFFECTION



The need for Affection relates to emotional ties and warm connections between people; it determines the extent of closeness that a person seeks.

Score Range:
High Expressed
(7-9)

Low Wanted
(0-2)



Interpretation

You demonstrate a great deal of warmth, affection and closeness to others. You keep relationships friendly. You can share personal issues with others easily and people may find you friendly and encouraging. You may have difficulty in managing the emotional demands of others at work



You at Workplace

You enjoy working in a warm and friendly environment. You are skilled at making friends but not maintaining them. Jobs that require maintaining deeper or long-term relationships are very difficult for you.

Sample Report

Your Strengths Areas

- *You have relationships with people who enjoy your openness and warmth but who do not necessarily offer the same familiarity*
- *You find volunteer or paid activities where you are respected for your ability to form quick connections with others but where you are not expected to maintain long-term relationships*
- *You maintain some distance from people in ways that do not upset or hurt them*
- *You use discrimination in offering reassurance, praise, openness and warmth*
- *You develop the ability to listen to the feelings of close friends and co-workers*

Your Possible Development Areas

- *It may be hard for you to make your real wishes clear early on in a relationship*
- *Others may think that you are manipulative when it comes to one on one relationships*
- *You may need to overcome the suspicion of doubting the genuineness of others' warmth*
- *The fear of being hurt if you develop a real, deep and long-term relationship may cause you to avoid closeness*
- *It is possible that your reluctance to seek mutual closeness is based on underlying doubts about how likable you really are*

AFFECTION



Strategies for Development

1. *Be explicit about your wishes early on in a relationship.*
2. *Realize that when other people demonstrate warmth to you they may be sincere.*
3. *Use discretion while offering openness and warmth as others may think you are manipulative.*

Score Range:
High Expressed
(7-9)

Low Wanted
(0-2)



My Self-Reflection Corner

UNDER-PERSONAL (strong concern about being loved and being loveable; avoid close personal ties; fear rejection and abandonment by people)	PERSONAL (successful resolution of power and control, comfortable in giving and receiving love)	OVER-PERSONAL (becoming very close with others)
Low E and W, Low E and High W	Moderate E and W	High E and W, High E and Low W

Sample Report

What are the advantages of behaviours driven by Affection orientation?

In what situations might be the behaviours driven by Affection orientation be less helpful?

What alternatives might there be?

Sample Report

INTERPERSONAL
RELATIONSHIP DERAILERS

INTERPERSONAL RELATIONSHIP DERAILERS

Derailers show up in different ways, some subtle or unconscious; the inability to collaborate, being too dependent or too independent, the inability to build rapport, being too self-serving, or even undermining other people at work. In short, being trapped by some of your default behaviours.

It is necessary to take a close look at the relationships one has with one's colleagues, team members, seniors, up-line leaders, and external or internal stakeholders. It is essential to get real and get clear, and look for any derailment signs.

LONER Low E and W - Inclusion	REBEL Low E and W - Control	PESSIMIST Low E and W - Affection	MISSION IMPOSSIBLE High E and Low W - Control	LIME-LIGHT SEEKER High E and W Inclusion
<i>Most comfortable when they can distance themselves, or be very selective with whom they associate.</i>	<i>Not only avoid decisions, but also most comfortable when not controlled by others. Good quality will only move at own pace. Strongly independent. Seen sometimes as a Rebel.</i>	<i>Very cautious about becoming emotionally involved. Close relations will be few. If they relate to others, they will be hesitant, cautious. May come across as relating superficially.</i>	<i>Keen to make decision and assume responsibilities, even where most others don't want to be told. Don't listen. Don't lateralise. Don't delegate. Don't leverage the group as a resource.</i>	<i>Not only outgoing, but also compulsively driven towards people. High need to belong and to be centre of attention. This may distract substantially from other important areas.</i>
DEPENDENT-INDEPENDENT CONFLICT High E and W Control	OPTIMIST High E and W Affection	REPRESSED EXTROVERT Low E and High W Inclusion	CHECKER Low E and Moderate W - Control	MATCHER Moderate E and W Inclusion
<i>High energy and actions, but in critical situations indecisive. Delegates selectively, but may tend to supervise too closely.</i>	<i>Initiates warm or intimate relationships, but somewhat indiscriminate in sharing. Mixes personal and professional.</i>	<i>Seeks exclusive network and groups only. Ignoring all other relationships which does not comply with his/her needs. Only appears to be social.</i>	<i>Seeks orientation and clarification all the time and uses questions to postpone closure or decisions. Cautious and non-assertive even in critical matters.</i>	<i>Unsure of self and about level of aspirations. Underestimates self. Approval seeking and always 'being appropriate'. Hesitant to assert own individuality.</i>

Sample Report

INTERPERSONAL RELATIONSHIP DERAILERS

Do any of the below derailers apply to you? What changes can you make?

LONER Low E and W - Inclusion 	REBEL Low E and W - Control 	PESSIMIST Low E and W - Affection 	MISSION IMPOSSIBLE High E and Low W - Control 	LIME-LIGHT SEEKER High E and W - Inclusion 
DEPENDENT- INDEPENDENT CONFLICT High E and W - Control 	OPTIMIST High E and W - Affection 	REPRESSED EXTROVERT Low E and High W - Inclusion 	CHECKER Low E and Moderate W - Control 	MATCHER Moderate E and W - Inclusion 

A Self-Development Plan for behavioural change:

Sample Report

Sample Report

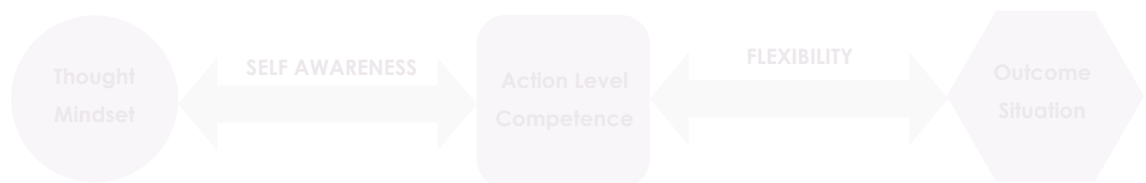
FLEX

FLEX

To be effective in today's workforce one must be able to adapt and flex to meet the ever-changing needs and demands of the modern organization. Adapting to change and being resilient to setbacks are the operating principles that are needed for success.

This section of the report shows how your results from the FLEX component can help you understand your flexing capacity and self-awareness.

This is based on the model:



Sample Report

This model postulates that a competent person deals with the dynamics of the environment by deploying his competence in a variety of ways to suit the forces at hand. This aspect of deploying competence in a variety of ways is termed flexibility. The process that leads to such a change starts with self-appraisal and continues with self-direction. This whole gamut is termed here as Self Awareness. This model is based on Argyris' concept of Double Loop Learning.

Score Range

HIGH	Total scores of 5 and above fall in High range
LOW	Total scores of 4 and below fall in Low range

FLEX AND SELF AWARENESS SCORE

FLEX	SELF AWARENESS
7	3
High	Low

Your score interpretation:

High Flex – Low Self Awareness

Experience has taught you to adopt a variety of responses to the situations that you face in the ordinary course of life. This you consider as the necessity of being practical in the face of challenges of life. However it does not call for any basic change in your perspective, viewpoint or assessment of you as a person. It simply is a technique of adjustment.

Sample Report

Strategies for Action:

High Flex + Low Self Awareness

This combination indicates that you have developed a certain skill of adapting to the situations, such that your objectives are met in the short run. Usually such smart skills aim at creating an immediate impact. There are two consequences of a short term orientation. One is an inability to think long term and the other is to accord disproportionate importance to the environment and underestimate the influence that strategies can exert on the world.

A strategic orientation rests on self belief which draws upon one's strengths and a certain self efficacy. Learn to trust your abilities, not blindly but in a conscious way and treat failure as a part of the learning process. Think long term and develop your expertise in tasks and in relationships.

Sample Report

BEING INTERPERSONAL
SAVVY

BEING INTERPERSONAL SAVVY

The key to getting along with all kinds of people is to hold back or neutralize your personal reactions and focus on others first. Being savvy is working from the outside in. Then, interpersonal savvy becomes having a range of interpersonal skills and approaches and knowing when to use what with whom. The outcome is ease of transaction where you get what you need without damaging other parties unnecessarily and leave them wanting to work with you again.

Ten Challenges Faced On The Road To Being Interpersonal Savvy

Challenge #1
Not tuned in to people's styles?

Practice:
Practice being interpersonally flexible.

What do they do first? What do they emphasize in their speech? People focus on different things—taking action, details, concepts, feelings, other people.

What's their interaction style? People come in different styles— pushy, tough, soft, matter-of-fact and so on. To figure these out, *listen for the values behind their words and note what they have passion and emotion around.*

One key to getting along with all kinds of people is to hold back or neutralize your personal reactions and focus on others first. Being savvy is working from the outside in. Then, interpersonal savvy becomes having a range of interpersonal skills and approaches and knowing when to use what with whom. The outcome is ease of transaction where you get what you need without damaging other parties unnecessarily and leave them wanting to work with you again.

Sample Report

Challenge #2
Does your style chill the transaction?

Practice:
Practice tailoring your approach to fit others' needs.

Arrogant? Insensitive? Distant? Too busy to pay attention? Too quick to get into the agenda? Do you devalue others and dismiss their contributions, resulting in people feeling diminished, rejected and angry? Do you offer answers, solutions, conclusions, statements, or dictates early in the transaction?

That's the staple of people with a non-savvy style. Read your audience. Do you know what people look like when they are uncomfortable with you? Do they back up? Stumble over words? Cringe? Stand at the door hoping not to get invited in? Always select your interpersonal approach from the other person.

Your best choice of approach will always be determined by the other person or group, not you. Think about each transaction as if the other person were a customer you wanted. How would you craft an approach?

BEING INTERPERSONAL SAVVY

Ten Challenges Faced On The Road To Being Interpersonal Savvy

<i>Challenge #3</i> Quick to judge?	<i>Practice:</i> Practice being a better listener.
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Interpersonally skilled people are very good at listening. They listen to understand and take in information to select their response. They listen without interrupting.

They ask clarifying questions. They don't instantly judge. Judgment might come later. They restate what the other person has said to signal understanding. They nod. They might jot down notes. Listeners get more data.

Listen more empathically.

<i>Challenge #4</i> In a hurry to get down to business?	<i>Practice:</i> Practice managing the first three minutes
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Sample Report

Managing the first three minutes is essential. The tone is set. First impressions are formed.

Work on being open and approachable, and take in information during the beginning of a transaction. This means putting others at ease so that they feel OK about disclosing. It means initiating rapport, listening, sharing, understanding and comforting.

Approachable people get more information, know things earlier, and can get others to do more things. The more you can get them to initiate and say early in the transaction, the more you'll know about where they are coming from, and the better you can tailor your approach.

BEING INTERPERSONAL SAVVY

Ten Challenges Faced On The Road To Being Interpersonal Savvy

Challenge #5

Are you overly private?

Practice:

Practice sharing more.

Interpersonally skilled people share more information and get more in return. Confide your thinking on a business issue and invite the response of others. Pass on tid-bits of information you think will help people do their jobs better or broaden their perspectives.

Disclose more things about yourself. Reveal things people do not need to know to do their jobs, but which will be interesting to them, and help them feel valued. Personalize.

Work to know and remember important things about the people you work - around, for, and with. Know three things about everybody– their interests or their children or something you can chat about other than the business agenda.

These need not be social; they could also be issues of strategy, global events, market shifts. The point is to establish common ground and connections.

Sample Report

Challenge #6

Are you demonstrating genuine interest?

Practice:

Practice managing your non-verbals.

Interpersonally savvy people understand the critical role of non-verbal communications, of appearing and sounding open and relaxed, smiling and calm. They keep consistent eye contact. They nod while the other person is talking. They speak in a paced and pleasant tone.

Work to eliminate any disruptive habits such as speaking too rapidly or forcefully, using strongly worded or loaded language, or going into too much detail.

Watch out for signalling disinterest with actions like glancing at your watch, fiddling with paperwork or giving your impatient “I’m busy” look.

BEING INTERPERSONAL SAVVY

Ten Challenges Faced On The Road To Being Interpersonal Savvy

Challenge #7

Selective interpersonal skills?

Practice:

Practice accommodating differences.

Some people are interpersonally comfortable and effective with some and not others. Some might be interpersonally smooth with direct reports and tense around senior management. What do the people you are comfortable around have in common?

What about those you're not comfortable with? Is it level? Style? Gender? Race? Background? The principles of interpersonal savvy are the same regardless of the audience.

Do what you do with the comfortable group with the uncomfortable groups. The results will generally be the same.

Challenge #8

Shy? Lack self-confidence?

Practice:

Practice initiating contact.

Sample Report

Generally hold back and let others take the lead? Feelings of being too vulnerable? Afraid of how people will react? Not sure of your social skills? Want to appear— while shaking inside— not shy? Hand first. Consistent eye contact. Ask the first question.

For low-risk practice, talk to strangers off-work. Set a goal of meeting new people at every social gathering; find out what you have in common with them.

Initiate contact at your place of worship, at PTA meetings, in the neighbourhood, at the supermarket, on the plane and on the bus. See if any of the bad and scary things you think might happen to you if you initiate people contact actually happen.

The only way people will know you are shy and nervous is if you tell them through your actions. Watch what non-shy people do that you don't do. Practice those behaviours.

BEING INTERPERSONAL SAVVY

Ten Challenges Faced On The Road To Being Interpersonal Savvy

Challenge #9

Problems with troublesome people?

Practice:

Practice being savvy with people you don't like.

What do people see in them who do like them or can at least get along with them? What are their strengths? Do you have any common interests with them? Whatever you do, don't signal to them what you think. Put your judgments on hold, nod, ask questions, summarize as you would with anyone else.

A fly on the wall should not be able to tell whether you're talking to friend or foe. You can always talk less and ask more questions; and neither apologize nor criticize. Even if they're contentious, you can respond neutrally by restating the problem you're working on.

Challenge #10

Are you a target

Sample Report

Practice:

Practice to do to transactions.

What if you're attacked? What if venom is flowing? What if someone doesn't like you very much? What if everyone is angry and upset?

Practice interpersonal Aikido, the ancient art of absorbing the energy of your opponent and using it to manage him/her. Let the other side vent frustration, blow off steam, but don't react directly. Remember that it's the person who hits back who usually gets in the most trouble. Listen. Nod. Ask clarifying questions. Ask open-ended questions like, "Why is this particularly bothersome to you?" "What could I do to help?" "So you think I need to...." Restate his/her position periodically to signal you have understood. But don't react. Don't judge.

Keep him/her talking until he/she runs out of venom. When the other side takes a rigid position, don't reject it. Ask why— what's behind the position, what's the theory of the case, what brought this about? Separate the people from the problem. When someone attacks you, rephrase it as an attack on a problem.

Keep your cool even though he/she may have lost his/her cool. In response to unreasonable proposals, attacks, or a non-answer to a question, you can always say nothing. People will usually respond by saying more, coming off their position a bit, or at least revealing their true interests. Many times, with unlimited venting and your understanding, the actual conflict shrinks.

BEING INTERPERSONAL SAVVY – Actionables

Challenge #1	Challenge #2	Challenge #3	Challenge #4	Challenge #5
<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>
Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:
1.	1.	1.	1.	1.
2.	2.	2.	2.	2.
3.	3.	3.	3.	3.
Challenge #6	Challenge #7	Challenge #8	Challenge #9	Challenge #10
<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>	<i>I face this challenge: (Y) (N)</i>
Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:	Actionable Activities I will do to overcome this challenge:
1.	1.	1.	1.	1.
2.	2.	2.	2.	2.
3.	3.	3.	3.	3.

Sample Report

SELF REFLECTION

WORKBOOK

In accordance to your scores write in your developmental plans in the following template –

What are your strengths?

How can your leverage your strengths?

In accordance to your scores write in your developmental plans in the following template –

What are your Areas of Development? Mention some of the adverse implications if these are unattended to?

What could be your Core Incompetence?
(Core Incompetence is defined as a weakness that adversely impacts your strengths)

Which optimal behaviours will you demonstrate in which situations? Give one example.

	Situation	Default Behaviour	Optimal Behaviour
Decision Making			
Managing Conflict			
Collaboration			
Client Engagement			
Giving Feedback			
Any Other			

Which optimal behaviours will you demonstrate with which people? Give one example.

	Situation	Default Behaviour	Optimal Behaviour
Senior			
Peer			
Subordinate			
Client			
Family Member			
Stakeholder 1			
Stakeholder 2			

Sample Report

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