

This introduction enables you to better understand how to get the most from your Harrison Reports. The highlighted items are key terms and phrases.

Your Role, Interactions, and Current Issues

Before reviewing your Harrison Reports, reflect on the following and write down some brief answers:

Your Role: What are your key responsibilities? (For example: Managing others' performance, formulating strategies, innovating, implementing, or selling).

Your Interactions: What types of interactions do you have with others? (For example: brainstorming, holding others' accountable, influencing ideas, making collaborative decisions, providing clarity around objectives or priorities, or responding to others' needs).

Current Issues: Which of your responsibilities do you think are going well? What aspects of your job do you find most challenging? What do you want to improve?

The above issues provide a context for better understanding your reports.

What Harrison Measures

Harrison measures **behavioral tendencies, interests, and preferences**. We don't put people in boxes with labels like general personality assessments do. The purpose is to help you navigate your career by identifying your **key strengths, best roles, and ways to further your success**.

Enjoyment Performance Theory



When we enjoy a task or behavior, we tend to do it more often and get better at it.

This elicits positive feedback or a sense of satisfaction, which reinforces enjoyment and tendency. The cycle repeats.

When we don't enjoy a task or behavior, we tend to avoid it and we don't get better at it.

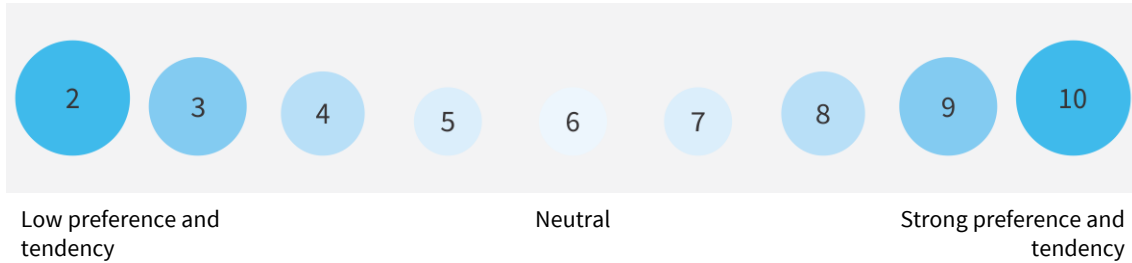
This elicits negative feedback or a sense of dissatisfaction, which reinforces dislike and avoidance. The cycle repeats.

Focus on Trait Definitions

Trait names appearing on the reports have a definition next to it. Focus on the definition because the meaning can often be **misinterpreted**. What is measured is the definition, not the trait name. For example, Harrison's definition for Assertive is "the tendency to put forth one's own wants and needs". It does not mean being pushy or aggressive.

The Harrison Measurement Scale

Traits are measured on a 2 to 10 scale with your strongest preference and tendency being 10 and your lowest preference and tendency being 2. A score of 6 is the midpoint in which you neither like or dislike that factor. The intensity of the preference/tendency starts from 6 (the midpoint) and accelerates in both directions. A score above 9 indicates an extremely strong preference/tendency and a score below 3 indicates an extremely strong preference not to do it.



Reliability

How do we know your answers on the questionnaire are reliable? The Harrison technology compares your answers to determine reliability. Your reliability percentage is 99.2 indicating that your answers were truthful, self-aware, and you were paying attention.

Highlighted Traits Relate to Your Job

On some reports, factors have highlights indicating a specific job was selected when running the report. If the trait has a green highlight, a high score (the higher the better) is likely to contribute to job satisfaction and success for that job. If the trait has a blue highlight, a lack of that trait (a score of less than 5) could hinder your satisfaction and success for that job.

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/19/2023

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

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Northway Insights LLC

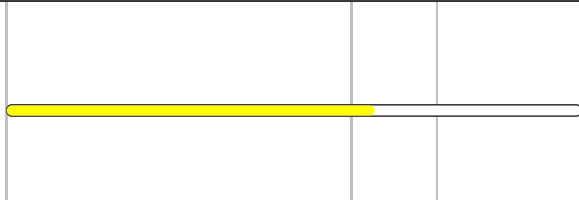
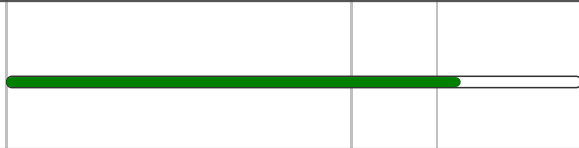
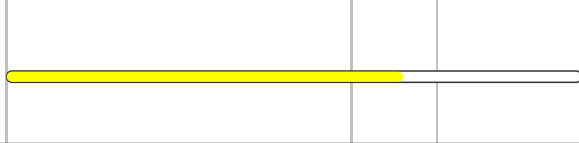
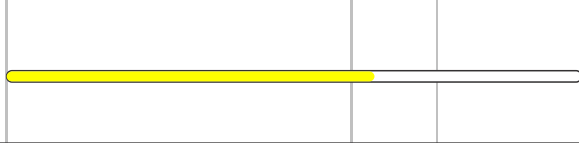
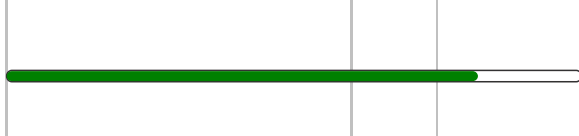
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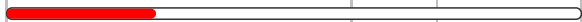


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Emerging Leader Summary Overview

This overview shows how the employee scores for each behavioral competency within the Emerging Leader set.

Competencies <i>(in order of importance)</i>	Importance	Score	0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100											
			Needs Development					Partially Competent					Mostly Competent	
Communication: <i>Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.</i>	Very Essential	64%												
Energizing People: <i>Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.</i>	Very Essential	79%												
Learning Agility: <i>Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.</i>	Very Essential	69%												
Problem Solving: <i>Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.</i>	Very Essential	64%												
Resilience and Perseverance: <i>Persists in the face of adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.</i>	Very Essential	82%												

Competencies <i>(in order of importance)</i>		Importance	Score	0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100 Needs Development Partially Competent Mostly Competent
Achievement Orientation: <i>Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.</i>	Essential	69%		
Impact and Influence: <i>Influences others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.</i>	Essential	78%		
Innovation: <i>Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.</i>	Essential	76%		
Leading People: <i>Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.</i>	Essential	69%		
Strategic Thinking: <i>Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.</i>	Essential	26%		

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Communication

Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.

This report identifies the specific factors related to Communication and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.</p>	4.7											
<p>Forthright Diplomacy: <i>The tendency to be forthright and respectful at the same time</i> Narrative: Andrew has a tendency to be forthright and respectful at the same time. This will probably have a slightly positive impact on this behavioral competency.</p>	7.8											
<p>Healthy Self-Esteem: <i>The tendency to accept oneself while at the same time trying to improve oneself</i> Narrative: Andrew has a reasonable degree of tendency to accept oneself while at the same time trying to improve oneself. This will probably be sufficient for this behavioral competency.</p>	6.8											

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably have a positive impact on this behavioral competency.	9.9											
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably have a slightly positive impact on this behavioral competency.	8.1											
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably have a slightly positive impact on this behavioral competency.	8.2											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a slightly positive impact on this behavioral competency.	8.7											
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Andrew is quite tolerant of people who are blunt. This will probably have a slightly positive impact on this behavioral competency.	7.8											
Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i> Narrative: Andrew has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably be sufficient for this behavioral competency.	7.5											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.	7.5						
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.	8.6						
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.	7.1						
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	9.5						
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Andrew enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.	9.2						
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Andrew is probably only moderately relaxed while working and may at times be a little tense. This will probably be sufficient for this behavioral competency.	5.2						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.	6.6						

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Team: <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Andrew only moderately enjoys working in a team. This will probably have a slightly negative impact on this behavioral competency.	4.5						
Tempo: <i>The enjoyment of work that needs to be done quickly</i> Narrative: Andrew likes to work quite quickly. This will probably be sufficient for this behavioral competency.	7.7						
Tolerance Of Evasiveness: <i>The level of comfort related to dealing with people who are indirect or lacking in frankness</i> Narrative: Andrew is moderately tolerant of people who are evasive. This will probably be sufficient for this behavioral competency.	6.0						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9						
Writing / language: <i>The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)</i> Narrative: Andrew has very little or no interest in writing or language. This will probably have a negative impact on this behavioral competency.	2.0						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.	4.5						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i></p> <p>Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.</p>	0.3						
<p>Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i></p> <p>Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. This will probably have a negative impact on this behavioral competency.</p>	6.8						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i></p> <p>Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. This will probably NOT hinder this behavioral competency.</p>	3.9						
<p>Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i></p> <p>Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Evasive: <i>The tendency to be tactful without being sufficiently direct</i></p> <p>Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.</p>	1.5						
<p>Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						

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Energizing People

Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.

This report identifies the specific factors related to Energizing People and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Cause Motivated: <i>The tendency to be motivated to help society</i></p> <p>Narrative: Undertaking work that benefits others/society is very important to Andrew. Find out what Andrew's causes are in order to determine if they are consistent with the causes related to this position. This will probably have a somewhat positive impact on this behavioral competency.</p>	9.1											
<p>Collaborative: <i>The tendency to collaborate with others when making decisions</i></p> <p>Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.</p>	4.7											
<p>Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i></p> <p>Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.</p>	5.0											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a slightly positive impact on this behavioral competency.		8.2											
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably have a slightly positive impact on this behavioral competency.		8.1											
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a positive impact on this behavioral competency.		9.5											
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a positive impact on this behavioral competency.		9.4											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.		8.6											
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.		9.9											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.	6.6						
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.	8.7						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	5.8						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9						
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency.	6.4						
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Andrew enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.	9.2						

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>	7.5						
<p>Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i></p> <p>Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.</p>	7.1						
<p>Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i></p> <p>Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.</p>	4.5						
<p>Open / reflective: <i>The tendency to reflect on many different viewpoints</i></p> <p>Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.</p>	8.2						
<p>Relaxed: <i>The tendency to feel at ease or calm while working</i></p> <p>Narrative: Andrew is probably only moderately relaxed while working and may at times be a little tense. This will probably be sufficient for this behavioral competency.</p>	5.2						
<p>Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i></p> <p>Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.</p>	7.8						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i></p> <p>Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.</p>	0.3						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i></p> <p>Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i></p> <p>Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. This will probably have a slightly negative impact on this behavioral competency.</p>	6.8						

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Learning Agility

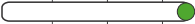
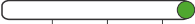
Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.

This report identifies the specific factors related to Learning Agility and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																				
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong										
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably have a slightly negative impact on this behavioral competency.	6.6																					
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.	7.5																					
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.	4.7																					

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably have a slightly positive impact on this behavioral competency.		8.2											
Receives Correction: <i>The tendency to accept guidance intended to improve performance</i> Narrative: Andrew's preferences indicate he is likely to be receptive to corrective feedback. This will probably have a slightly positive impact on this behavioral competency.		8.0											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a negative impact on this behavioral competency.		3.4											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.		8.7											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a slightly negative impact on this behavioral competency.		3.8											
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency.		6.4											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	7.7						
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	9.5						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably be sufficient for this behavioral competency.	4.7						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. This will probably NOT hinder this behavioral competency.	3.9						
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Andrew probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						

REPORT FOR
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RELIABILITY - 99.2%
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Problem Solving

Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.

This report identifies the specific factors related to Problem Solving and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>	7.5											
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a somewhat negative impact on this behavioral competency.</p>	3.8											

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.	4.7											
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably have a slightly negative impact on this behavioral competency.	6.4											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a somewhat negative impact on this behavioral competency.	3.4											
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably have a somewhat negative impact on this behavioral competency.	4.1											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.	8.7											
Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i> Narrative: Andrew has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably be sufficient for this behavioral competency.	7.5											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Optimistic: <i>The tendency to believe the future will be positive</i></p> <p>Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.</p>	9.5						
<p>Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i></p> <p>Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.</p>	6.6						
<p>Open / reflective: <i>The tendency to reflect on many different viewpoints</i></p> <p>Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.</p>	8.2						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i></p> <p>Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i></p> <p>Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.</p>	0.3						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Andrew probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Rigidly Meticulous: <i>The tendency to focus on details without sufficiently adapting to change</i> Narrative: Andrew probably does not have a significant degree of being rigid related to details and precision. This will probably NOT hinder this behavioral competency.	0.0						

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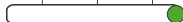
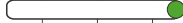





Resilience and Perseverance

Persists in the face of adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.

This report identifies the specific factors related to Resilience and Perseverance and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a somewhat positive impact on this behavioral competency.</p>	8.6											
<p>Optimistic: <i>The tendency to believe the future will be positive</i></p> <p>Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a positive impact on this behavioral competency.</p>	9.5											
<p>Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i></p> <p>Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.</p>	8.6											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably have a positive impact on this behavioral competency.		9.7											
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.		6.6											
Stress Management: <i>The tendency to be relaxed while at the same time managing stress well when it occurs</i> Narrative: Andrew has only a moderate tendency to be relaxed while at the same time managing stress well when it occurs. This will probably have a somewhat negative impact on this behavioral competency.		4.9											
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a positive impact on this behavioral competency.		9.4											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.		7.5											
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably be sufficient for this behavioral competency.		4.7											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.	7.1						
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably be sufficient for this behavioral competency.	8.1						
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Andrew is probably only moderately relaxed while working and may at times be a little tense. This will probably be sufficient for this behavioral competency.	5.2						
Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i> Narrative: Andrew has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably be sufficient for this behavioral competency.	7.5						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	7.7						
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.	8.2						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defers Decisions: <i>The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions</i> Narrative: Andrew probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.	0.0						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	1.4						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i> Narrative: Andrew probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Andrew probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. This will probably have a somewhat negative impact on this behavioral competency.	5.7						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Rebellious Autonomy: <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i> Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.	0.9						
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						

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Achievement Orientation

Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

This report identifies the specific factors related to Achievement Orientation and shows how the employee's score for each related factor impacts success for this behavioral competency.

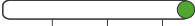
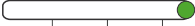
Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>	7.5											
<p>Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a slightly positive impact on this behavioral competency.</p>	8.6											
<p>Authoritative Collaboration: <i>The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process</i></p> <p>Narrative: Andrew has a reasonable degree of tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process. This will probably be sufficient for this behavioral competency.</p>	6.7											

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Effective Enforcing: <i>The tendency to skillfully correct others when they are violating rules or performing poorly</i> Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. This will probably have a somewhat negative impact on this behavioral competency.	5.0											
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a slightly positive impact on this behavioral competency.	8.2											
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably have a slightly positive impact on this behavioral competency.	8.6											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.	8.7											
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a somewhat positive impact on this behavioral competency.	9.4											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a slightly negative impact on this behavioral competency.</p>	3.8						
<p>Assertive: <i>The tendency to put forward personal wants and needs</i></p> <p>Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.</p>	4.9						
<p>Collaborative: <i>The tendency to collaborate with others when making decisions</i></p> <p>Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably be sufficient for this behavioral competency.</p>	4.7						
<p>Diplomatic: <i>The tendency to state things in a tactful manner</i></p> <p>Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavior.</p>	8.6						
<p>Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i></p> <p>Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably be sufficient for this behavioral competency.</p>	5.0						
<p>Finance / business: <i>The interest in commerce or fiscal management</i></p> <p>Narrative: Andrew is fairly interested in business or finance. This will probably be sufficient for this behavioral competency.</p>	7.0						
<p>Influencing: <i>The tendency to try to persuade others</i></p> <p>Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably be sufficient for this behavioral competency.</p>	8.1						

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i></p> <p>Narrative: Given Andrew's interpersonal preferences and tendencies he is probably quite skillful when interacting with others. This will probably be sufficient for this behavioral competency.</p>	8.3						
<p>Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i></p> <p>Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary This will probably be sufficient for this behavioral competency.</p>	4.7						
<p>Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i></p> <p>Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.</p>	9.7						
<p>Tempo: <i>The enjoyment of work that needs to be done quickly</i></p> <p>Narrative: Andrew likes to work quite quickly. This will probably be sufficient for this behavioral competency.</p>	7.7						
<p>Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i></p> <p>Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably be sufficient for this behavioral competency.</p>	4.1						
<p>Organized: <i>The tendency to place and maintain order in an environment or situation</i></p> <p>Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably be sufficient for this behavioral competency.</p>	3.9						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Non-Finishing: <i>The tendency to experiment with different things without sufficiently persisting in a single direction</i> Narrative: Andrew probably has no significant tendency to experiment with different things without sufficiently persisting in a single direction. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Andrew probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. This will probably have a somewhat negative impact on this behavioral competency.	5.7						
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. This will probably have a somewhat negative impact on this behavioral competency.	5.4						
Precise But Slow: <i>The tendency to be exact or precise without being sufficiently productive</i> Narrative: Andrew probably does not have a significant degree of focusing on details to the extent of slowing productivity This will probably NOT hinder this behavioral competency.	0.0						
Scattered: <i>The tendency to adapt to change without remaining sufficiently organized</i> Narrative: Andrew has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.	3.8						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Tranquil Inertia: <i>The tendency to be relaxed and easy-going without being sufficiently self-motivated</i> Narrative: Andrew probably has no significant tendency to be relaxed and easy-going without being sufficiently self-motivated. This will probably NOT hinder this behavioral competency.	0.0						
Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i> Narrative: Andrew probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.	0.0						

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Impact and Influence

Influences others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

This report identifies the specific factors related to Impact and Influence and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong									
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a slightly negative impact on this behavioral competency.	5.0																				
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a slightly positive impact on this behavioral competency.	8.2																				
Forthright Diplomacy: <i>The tendency to be forthright and respectful at the same time</i> Narrative: Andrew has a tendency to be forthright and respectful at the same time. This will probably have a slightly positive impact on this behavioral competency.	7.8																				

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Healthy Self-Esteem: <i>The tendency to accept oneself while at the same time trying to improve oneself</i> Narrative: Andrew has a reasonable degree of tendency to accept oneself while at the same time trying to improve oneself. This will probably be sufficient for this behavioral competency.	6.8											
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably have a slightly positive impact on this behavioral competency.	8.1											
Mutual Help: <i>The tendency to pursue solutions that are beneficial to all parties concerned</i> Narrative: Andrew has a reasonable degree of tendency to pursue solutions that are beneficial to all parties concerned. This will probably be sufficient for this behavioral competency.	7.4											
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a somewhat positive impact on this behavioral competency.	9.5											
Public Speaking: <i>The enjoyment of presenting or articulating information to groups of people</i> Narrative: Andrew generally enjoys making presentations to groups and is probably reasonably comfortable doing so. This will probably be sufficient for this behavioral competency.	6.5											
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a somewhat positive impact on this behavioral competency.	9.4											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Cause Motivated: <i>The tendency to be motivated to help society</i> Narrative: Undertaking work that benefits others/society is very important to Andrew. Find out what Andrew's causes are in order to determine if they are consistent with the causes related to this position. This will probably be sufficient for this behavioral competency.	9.1						
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.	6.8						
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably be sufficient for this behavioral competency.	4.7						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.	4.5						
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.	8.2						
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably have a slightly negative impact on this behavioral competency.	3.9						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably be sufficient for this behavioral competency.	4.7						

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	9.7						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	5.8						
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably be sufficient for this behavioral competency.	9.2						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9						
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.	7.1						
Handles Conflict: <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.	8.7						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Andrew probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	1.4						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Tranquil Inertia: <i>The tendency to be relaxed and easy-going without being sufficiently self-motivated</i> Narrative: Andrew probably has no significant tendency to be relaxed and easy-going without being sufficiently self-motivated. This will probably NOT hinder this behavioral competency.	0.0						
Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i> Narrative: Andrew probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.	0.0						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.	1.5						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/19/2023

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
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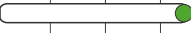
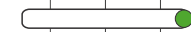
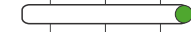
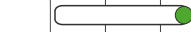
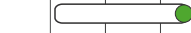
Innovation

Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.

This report identifies the specific factors related to Innovation and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>	7.5											
<p>Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i></p> <p>Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a slightly positive impact on this behavioral competency.</p>	8.2											
<p>Experimenting: <i>The tendency to try new things and new ways of doing things</i></p> <p>Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably have a slightly negative impact on this behavioral competency.</p>	6.4											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably have a slightly positive impact on this behavioral competency.		8.2											
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.		8.6											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a negative impact on this behavioral competency.		3.4											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.		8.7											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		9.5											
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably have a slightly negative impact on this behavioral competency.		3.9											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably be sufficient for this behavioral competency.	4.7							
Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0							
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. This will probably NOT hinder this behavioral competency.	3.9							
Scattered: <i>The tendency to adapt to change without remaining sufficiently organized</i> Narrative: Andrew has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.	3.8							
Rigidly Disorganized: <i>The tendency to lack organization as well as adaptability</i> Narrative: Andrew probably has no significant tendency to lack organization as well as adaptability. This will probably NOT hinder this behavioral competency.	0.0							
Rigidly Meticulous: <i>The tendency to focus on details without sufficiently adapting to change</i> Narrative: Andrew probably does not have a significant degree of being rigid related to details and precision. This will probably NOT hinder this behavioral competency.	0.0							

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Rigidly Organized: <i>The tendency to be organized without sufficiently adapting to change</i> Narrative: Andrew probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.	0.0						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. This will probably NOT hinder this behavioral competency.	5.7						
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. This will probably NOT hinder this behavioral competency.	5.4						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/19/2023

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
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Leading People

Takes responsibility to achieve the organization’s mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.

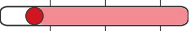
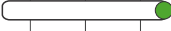
This report identifies the specific factors related to Leading People and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.	7.5											
Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a somewhat positive impact on this behavioral competency.	8.6											
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.	5.0											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably have a slightly positive impact on this behavioral competency.		8.1											
Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Andrew's interpersonal preferences and tendencies he is probably quite skillful when interacting with others. This will probably have a slightly positive impact on this behavioral competency.		8.3											
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably have a positive impact on this behavioral competency.		9.2											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.		8.2											
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		9.5											
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably have a slightly negative impact on this behavioral competency.		3.9											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably be sufficient for this behavioral competency.	4.7						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	9.7						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.	8.7						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	5.8						
Team: <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Andrew only moderately enjoys working in a team. This will probably have a slightly negative impact on this behavioral competency.	4.5						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. This will probably NOT hinder this behavioral competency.	3.9						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. This will probably have a negative impact on this behavioral competency.	6.8						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.	1.5						

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Andrew Jones

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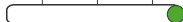
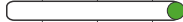


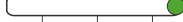


Strategic Thinking

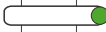
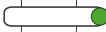
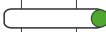



Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.

This report identifies the specific factors related to Strategic Thinking and shows how the employee's score for each related factor impacts success for this behavioral competency.

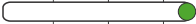
Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong									
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>	7.5																				
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a somewhat negative impact on this behavioral competency.</p>	3.8																				

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.		4.7											
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably have a somewhat negative impact on this behavioral competency.		4.7											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a negative impact on this behavioral competency.		3.4											
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably have a somewhat negative impact on this behavioral competency.		4.1											
Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i> Narrative: Andrew has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably be sufficient for this behavioral competency.		7.5											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency.		6.4											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.	6.6						
Numerical: <i>The enjoyment of counting, calculating, or analyzing quantities using mathematics</i> Narrative: Andrew enjoys working with numbers. This will probably be sufficient for this behavioral competency.	8.0						
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.	8.6						
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.	6.6						
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.	8.7						
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	9.5						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	9.7						

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.	8.2						
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Andrew is probably only moderately relaxed while working and may at times be a little tense. This will probably be sufficient for this behavioral competency.	5.2						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.	6.8						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. This will probably have a negative impact on this behavioral competency.	5.7						
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. This will probably have a negative impact on this behavioral competency.	5.4						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Fast But Imprecise: <i>The tendency to work quickly without sufficient attention to detail or accuracy</i> Narrative: Andrew probably has an extremely strong tendency to be fast but imprecise. Andrew may create problems with quality of output unless monitoring is applied. This will probably have a very negative impact on this behavioral competency.	7.9						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Andrew probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	1.4						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Precise But Slow: <i>The tendency to be exact or precise without being sufficiently productive</i> Narrative: Andrew probably does not have a significant degree of focusing on details to the extent of slowing productivity This will probably NOT hinder this behavioral competency.	0.0						
Careless Pessimism: <i>The tendency to be pessimistic about outcomes while at the same time neglect careful analysis of emerging difficulties or threats</i> Narrative: Andrew probably has no significant tendency to take risks while at the same time believing that the future is bleak. This will probably NOT hinder this behavioral competency.	0.0			