Behavioral Competency Analysis

Andrew Jones **Completed: 15/09/2013**

For Elevating Mindz Consulting LLP

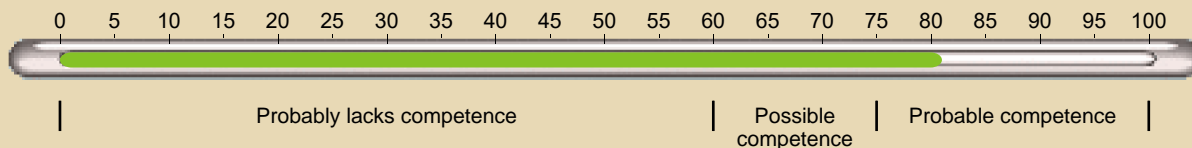Compared to: **Emerging Leader Overview #LC13**

Emerging Leader Overview

shows how an individual scores against each of the ten Leadership competencies.

Overall Percentage of Suitability Fit = 81%

| 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |

Probably lacks competence | Possible competence | Probable competence

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 81 on Emerging Leader Overview which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.
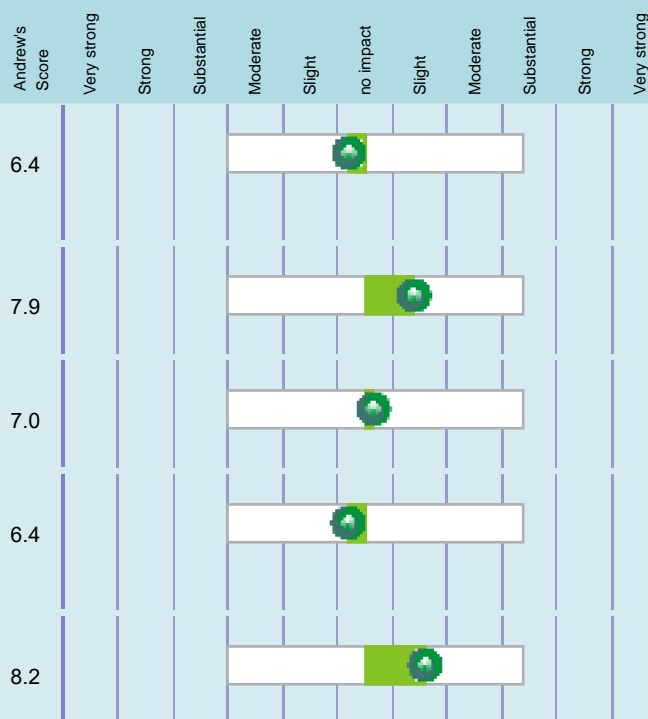
The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
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.	6.4						●					
Energizing People: Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.	7.9							●				
Learning Agility: Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.	7.0							●				
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.	6.4						●					
Resilience and Perseverance: Persists in the face adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.	8.2								●			

Behavioral Competency Analysis

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Compared to: **Emerging Leader Overview #LC13**

Emerging Leader Overview

shows how an individual scores against each of the ten Leadership competencies.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

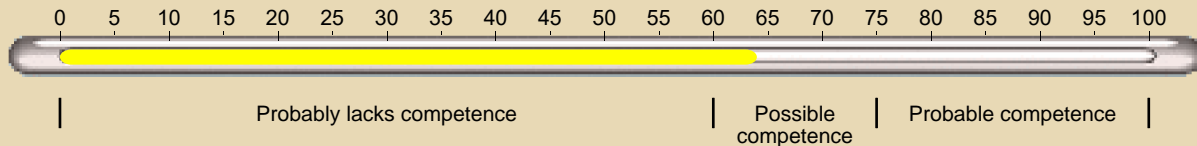| Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Achievement Orientation: Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.	7.0						●					
Impact and Influence: Influence others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.	7.8							●				
Innovation: Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.	7.6							●				
Leading People: Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.	7.0						●					
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.	2.6					●						

HARRISON ASSESSMENTS

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.

Overall Percentage of Suitability Fit = 64%

| 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |

Probably lacks competence   Possible competence   Probable competence

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 64 on Communication which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Collaborative:
The tendency to collaborate with others when making decisions — Andrew's Score: **4.7**

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.

Forthright Diplomacy:
The tendency to be forthright and respectful at the same time — Andrew's Score: **7.8**

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.

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.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

	Negative Impact ← → Positive Impact

Healthy Self-Esteem:

The tendency to accept oneself while at the same time trying to improve oneself

Andrew's Score: 6.8

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.

Helpful:

The tendency to respond to others' needs and assist or support others to achieve their goals

Andrew's Score: 9.9

Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably have a positive impact on this behavioral competency.

Influencing:

The tendency to try to persuade others

Andrew's Score: 8.1

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.

Open / reflective:

The tendency to reflect on many different viewpoints

Andrew's Score: 8.2

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.

Takes Initiative:

The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Andrew's Score: 8.7

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.

Tolerance Of Bluntness:

The level of comfort related to receiving abrupt or frank communications from others

Andrew's Score: 7.8

Narrative: Andrew is quite tolerant of people who are blunt. This will probably have a slightly positive impact on this behavioral competency.

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.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Truth Exploring:
The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions — Andrew's Score: **7.5**

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.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Analytical: — Andrew's Score: **7.5**
The tendency to logically examine facts and situations (not necessarily analytical ability)

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.

Diplomatic: — Andrew's Score: **8.6**
The tendency to state things in a tactful manner

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.

Frank: — Andrew's Score: **7.1**
The tendency to be straightforward, direct, to the point, and forthright

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.

Optimistic: — Andrew's Score: **9.5**
The tendency to believe the future will be positive

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.

Outgoing: — Andrew's Score: **9.2**
The tendency to be socially extroverted and the enjoyment of meeting new people

Narrative: Andrew enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.

Relaxed: — Andrew's Score: **5.2**
The tendency to feel at ease or calm while working

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.

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.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

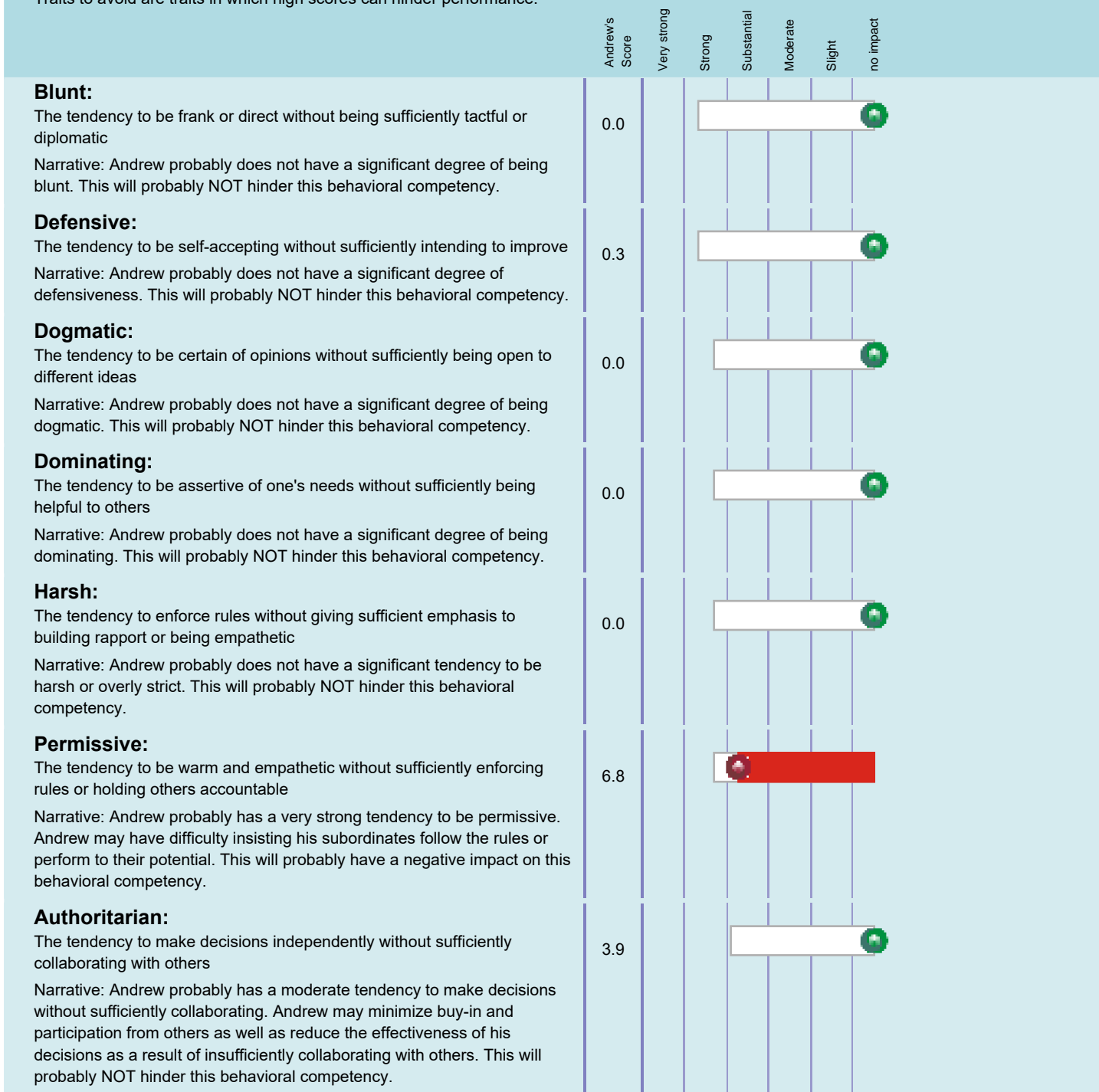| Trait	Andrew's Score	Negative Impact
Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") — Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0	no impact
Self-improvement: The tendency to attempt to develop or better oneself — Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.	6.6	no impact
Team: The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so) — Narrative: Andrew only moderately enjoys working in a team. This will probably have a slightly negative impact on this behavioral competency.	4.5	Slight
Tempo: The enjoyment of work that needs to be done quickly — Narrative: Andrew likes to work quite quickly.	7.7	no impact
Tolerance Of Evasiveness: The level of comfort related to dealing with people who are indirect or lacking in frankness — Narrative: Andrew is moderately tolerant of people who are evasive. This will probably be sufficient for this behavioral competency.	6.0	no impact
Warmth / empathy: The tendency to express positive feelings and affinity toward others — Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9	no impact
Writing / language: The interest in work that involves formulating words to convey meaning (i.e., journalism or translator) — 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	Substantial
Assertive: The tendency to put forward personal wants and needs — Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9	no impact
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs — Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.	4.5	no impact

Impact scale columns: Very strong | Strong | Substantial | Moderate | Slight | no impact
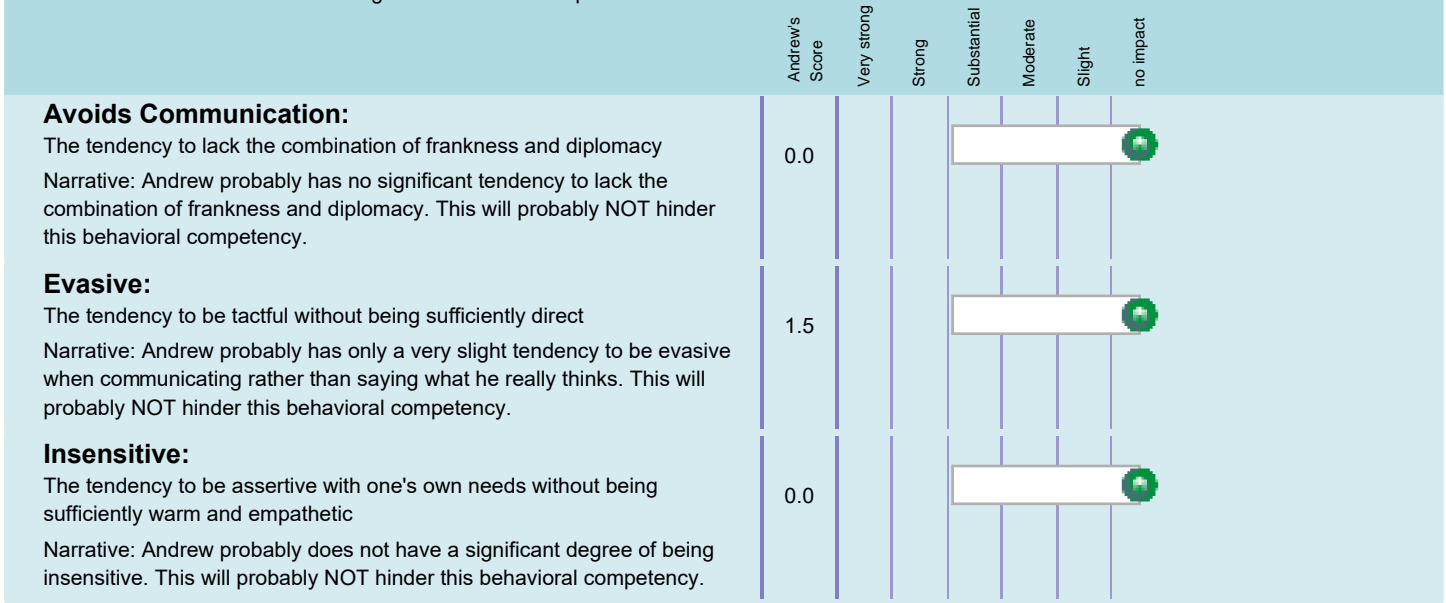
Communication

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.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.
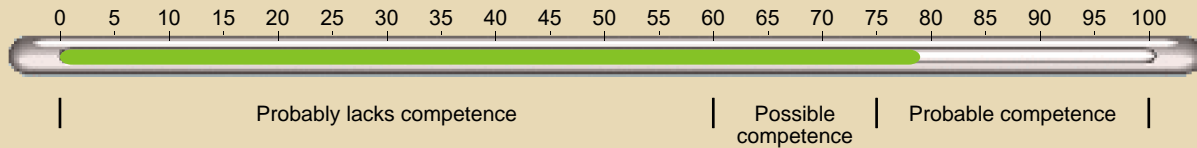
Negative Impact ←

Scale columns: Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact

Blunt:

The tendency to be frank or direct without being sufficiently tactful or diplomatic

Andrew's Score: 0.0

Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.

Defensive:

The tendency to be self-accepting without sufficiently intending to improve

Andrew's Score: 0.3

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas

Andrew's Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Dominating:

The tendency to be assertive of one's needs without sufficiently being helpful to others

Andrew's Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.

Harsh:

The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic

Andrew's Score: 0.0

Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.

Permissive:

The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable

Andrew's Score: 6.8

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.

Authoritarian:

The tendency to make decisions independently without sufficiently collaborating with others

Andrew's Score: 3.9

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.

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.

Traits to avoid (in order of importance)

Negative Impact ←

Traits to avoid are traits in which high scores can hinder performance.

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Avoids Communication:

The tendency to lack the combination of frankness and diplomacy

Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.

Andrew's Score: 0.0

Evasive:

The tendency to be tactful without being sufficiently direct

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.

Andrew's Score: 1.5

Insensitive:

The tendency to be assertive with one's own needs without being sufficiently warm and empathetic

Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.

Andrew's Score: 0.0

Behavioral Competency Analysis

Andrew Jones　　　　　　　　　　　**Completed: 15/09/2013**

For Elevating Mindz Consulting LLP

Compared to: **Energizing People #LC03**

Energizing People

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

Overall Percentage of Suitability Fit = 79%

| 0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100 |

| Probably lacks competence | Possible competence | Probable competence |

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 79 on Energizing People which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Cause Motivated:
The tendency to be motivated to help society — Score: **9.1**

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.

Collaborative:
The tendency to collaborate with others when making decisions — Score: **4.7**

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.

HARRISON ASSESSMENTS

Energizing People

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

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

Trait	Andrew's Score	Impact
Enlists Cooperation: The tendency to invite others to participate in or join an effort	5.0	Slight negative
Enthusiastic: The tendency to be eager and excited toward one's own goals	8.2	Slight positive
Influencing: The tendency to try to persuade others	8.1	Slight positive
Optimistic: The tendency to believe the future will be positive	9.5	Substantial positive
Wants Challenge: The willingness to attempt difficult tasks or goals	9.4	Moderate positive

Enlists Cooperation:
The tendency to invite others to participate in or join an effort

Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.

Enthusiastic:
The tendency to be eager and excited toward one's own goals

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.

Influencing:
The tendency to try to persuade others

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.

Optimistic:
The tendency to believe the future will be positive

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.

Wants Challenge:
The willingness to attempt difficult tasks or goals

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.
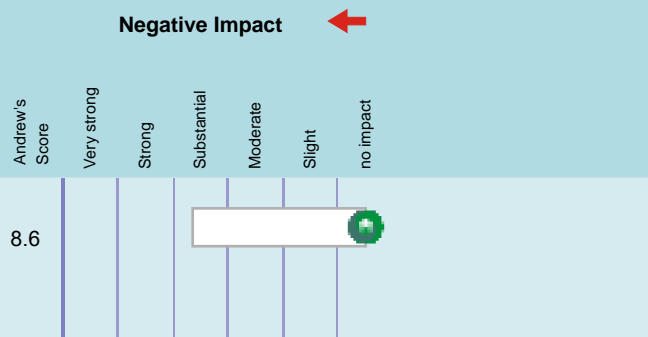
Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Trait	Andrew's Score	Impact
Diplomatic: The tendency to state things in a tactful manner	8.6	no impact

Diplomatic:
The tendency to state things in a tactful manner

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.

Energizing People

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

Desirable traits (in order of importance)

Negative Impact ←

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Helpful:
The tendency to respond to others' needs and assist or support others to achieve their goals

Andrew's Score: 9.9

Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.

Self-acceptance:
The tendency to like oneself ("I'm O.K. the way I am")

Andrew's Score: 7.0

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.

Self-improvement:
The tendency to attempt to develop or better oneself

Andrew's Score: 6.6

Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.

Takes Initiative:
The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Andrew's Score: 8.7

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.

Teaching:
The enjoyment of instructing, training, or educating others

Andrew's Score: 5.8

Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.

Warmth / empathy:
The tendency to express positive feelings and affinity toward others

Andrew's Score: 9.9

Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.

Experimenting:
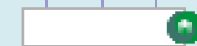The tendency to try new things and new ways of doing things

Andrew's Score: 6.4

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.

Outgoing:
The tendency to be socially extroverted and the enjoyment of meeting new people

Andrew's Score: 9.2

Narrative: Andrew enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.

Behavioral Competency Analysis

Andrew Jones   **Completed: 15/09/2013**

For Elevating Mindz Consulting LLP

Compared to: **Energizing People** #LC03

Energizing People

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Analytical:

The tendency to logically examine facts and situations (not necessarily analytical ability)

Score: 7.5

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.

Frank:

The tendency to be straightforward, direct, to the point, and forthright

Score: 7.1

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.

Manages Stress Well:

The tendency to deal effectively with strain and difficulty when it occurs

Score: 4.5

Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.

Open / reflective:

The tendency to reflect on many different viewpoints

Score: 8.2

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.

Relaxed:

The tendency to feel at ease or calm while working

Score: 5.2

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.

Tolerance Of Bluntness:

The level of comfort related to receiving abrupt or frank communications from others

Score: 7.8

Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.
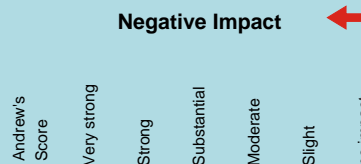
Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Defensive:

The tendency to be self-accepting without sufficiently intending to improve

Score: 0.3

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Energizing People

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

Traits to avoid (in order of importance)

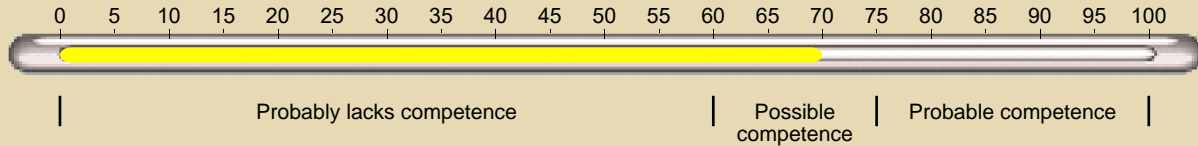Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas

Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Harsh:

The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic

Score: 0.0

Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.

Blunt:

The tendency to be frank or direct without being sufficiently tactful or diplomatic

Score: 0.0

Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.

Avoids Communication:

The tendency to lack the combination of frankness and diplomacy

Score: 0.0

Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.

Dominating:

The tendency to be assertive of one's needs without sufficiently being helpful to others

Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.

Permissive:

The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable

Score: 6.8

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.

HARRISON ASSESSMENTS

Learning Agility

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

Overall Percentage of Suitability Fit = 70%

| 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |

Probably lacks competence   Possible competence   Probable competence

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 70 on Learning Agility which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Self-improvement:
The tendency to attempt to develop or better oneself — Andrew's Score: 6.6

Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.
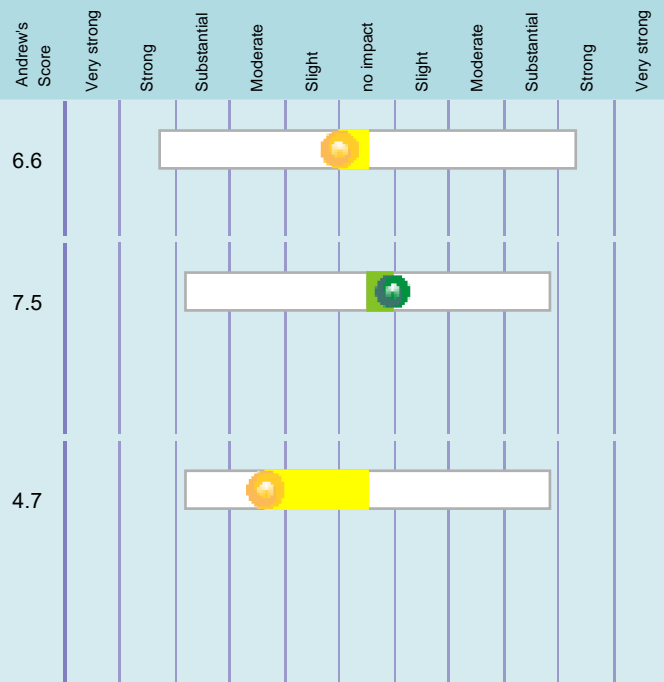
Analytical:
The tendency to logically examine facts and situations (not necessarily analytical ability) — Andrew's Score: 7.5

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.

Collaborative:
The tendency to collaborate with others when making decisions — Andrew's Score: 4.7

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.

![Harrison Assessments logo]

Behavioral Competency Analysis

Andrew Jones **Completed: 15/09/2013**
For Elevating Mindz Consulting LLP
Compared to: **Learning Agility** #LC07

Learning Agility

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

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

Open / reflective:
The tendency to reflect on many different viewpoints

Andrew's Score: 8.2

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.

Receives Correction:
The tendency to accept guidance intended to improve performance

Andrew's Score: 8.1

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.

Research / learning:
The enjoyment of gathering and comprehending new information

Andrew's Score: 3.4

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.
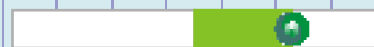
Takes Initiative:
The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Andrew's Score: 8.7

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.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Analyzes Pitfalls:
The tendency to scrutinize potential difficulties related to a plan or strategy

Andrew's Score: 3.8

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.

Experimenting:
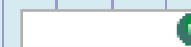The tendency to try new things and new ways of doing things

Andrew's Score: 6.4

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.

Learning Agility

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Flexible:

The tendency to easily adapt to change

Score: 7.7

Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.

Optimistic:

The tendency to believe the future will be positive

Score: 9.5

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.

Planning:

The tendency to formulate ideas related to the steps and process of accomplishing an objective

Score: 4.7

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.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Authoritarian:

The tendency to make decisions independently without sufficiently collaborating with others

Score: 3.9

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.
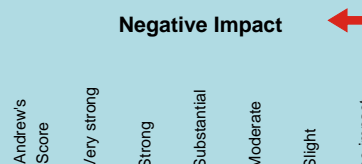
Avoids Communication:

The tendency to lack the combination of frankness and diplomacy

Score: 0.0

Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.

Avoids Decisions:

The tendency to avoid decision-making authority as well as collaborative decisions-making

Score: 0.0

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.
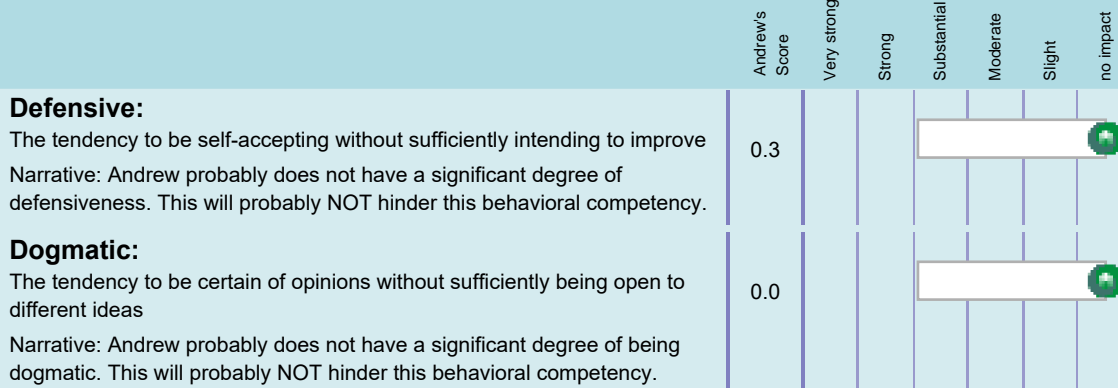
Learning Agility

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

Traits to avoid (in order of importance)

Negative Impact ←

Traits to avoid are traits in which high scores can hinder performance.

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Defensive:

The tendency to be self-accepting without sufficiently intending to improve

Score: 0.3

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas

Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Behavioral Competency Analysis

Andrew Jones   **Completed: 15/09/2013**
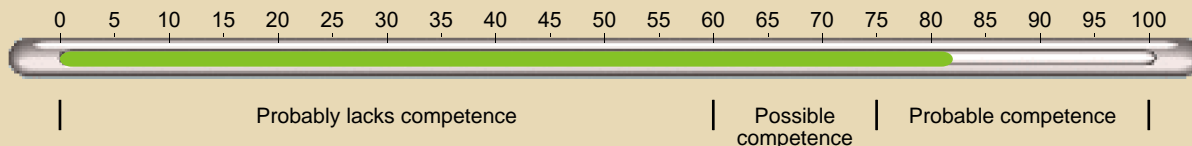For Elevating Mindz Consulting LLP
Compared to: **Resilience and Perseverance** #LC08

Resilience and Perseverance

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

Overall Percentage of Suitability Fit = 82%

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

| | Probably lacks competence | | Possible competence | Probable competence | |

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 82 on Resilience and Perseverance which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ←→ **Positive Impact**

Trait	Andrew's Score
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility. 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
Optimistic: The tendency to believe the future will be positive. 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
Persistent: The tendency to be tenacious despite encountering significant obstacles. 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

Resilience and Perseverance

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

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

Pressure Tolerance:
The level of comfort related to working under deadlines and busy schedules

Andrew's Score: 9.7

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.

Self-improvement:
The tendency to attempt to develop or better oneself

Andrew's Score: 6.6

Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.

Stress Management:
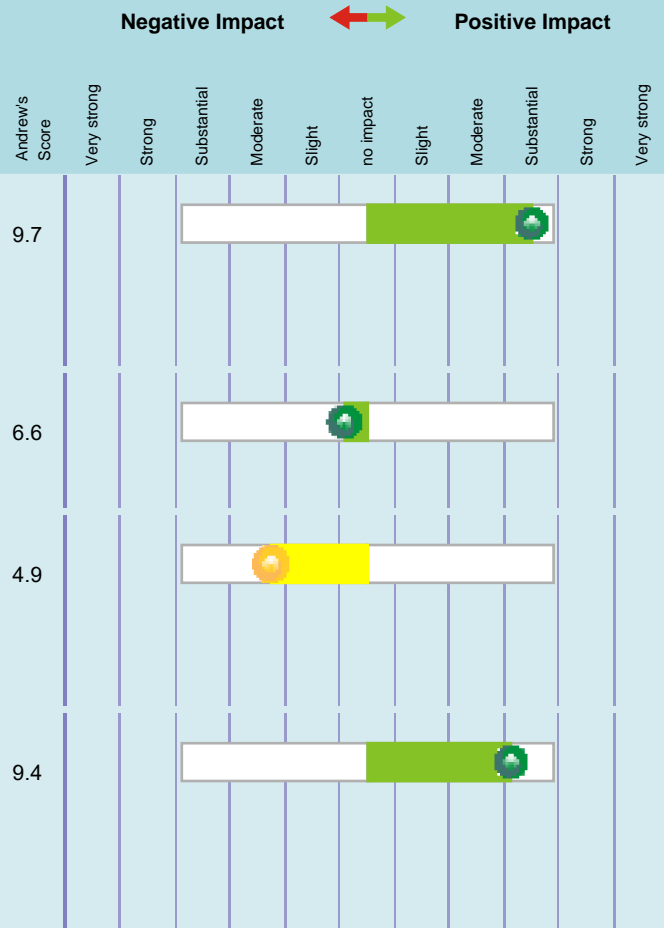The tendency to be relaxed while at the same time managing stress well when it occurs

Andrew's Score: 4.9

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.

Wants Challenge:
The willingness to attempt difficult tasks or goals

Andrew's Score: 9.4

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.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Analytical:
The tendency to logically examine facts and situations (not necessarily analytical ability)

Andrew's Score: 7.5

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.

Collaborative:
The tendency to collaborate with others when making decisions

Andrew's Score: 4.7

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.

Resilience and Perseverance

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.
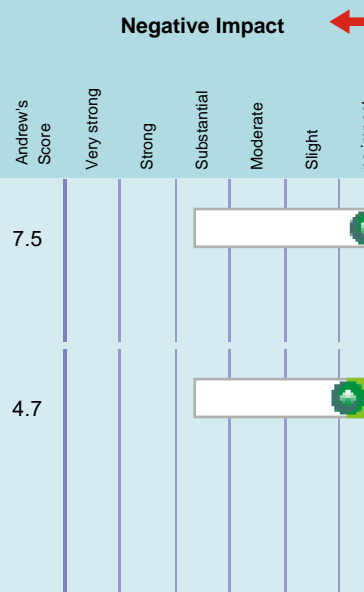
Negative Impact ←

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Frank:

The tendency to be straightforward, direct, to the point, and forthright — Score: 7.1

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.

Influencing:

The tendency to try to persuade others — Score: 8.1

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.

Relaxed:

The tendency to feel at ease or calm while working — Score: 5.2

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.

Truth Exploring:

The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions — Score: 7.5

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.

Assertive:

The tendency to put forward personal wants and needs — Score: 4.9

Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.

Flexible:

The tendency to easily adapt to change — Score: 7.7

Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.

Open / reflective:

The tendency to reflect on many different viewpoints — Score: 8.2

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.
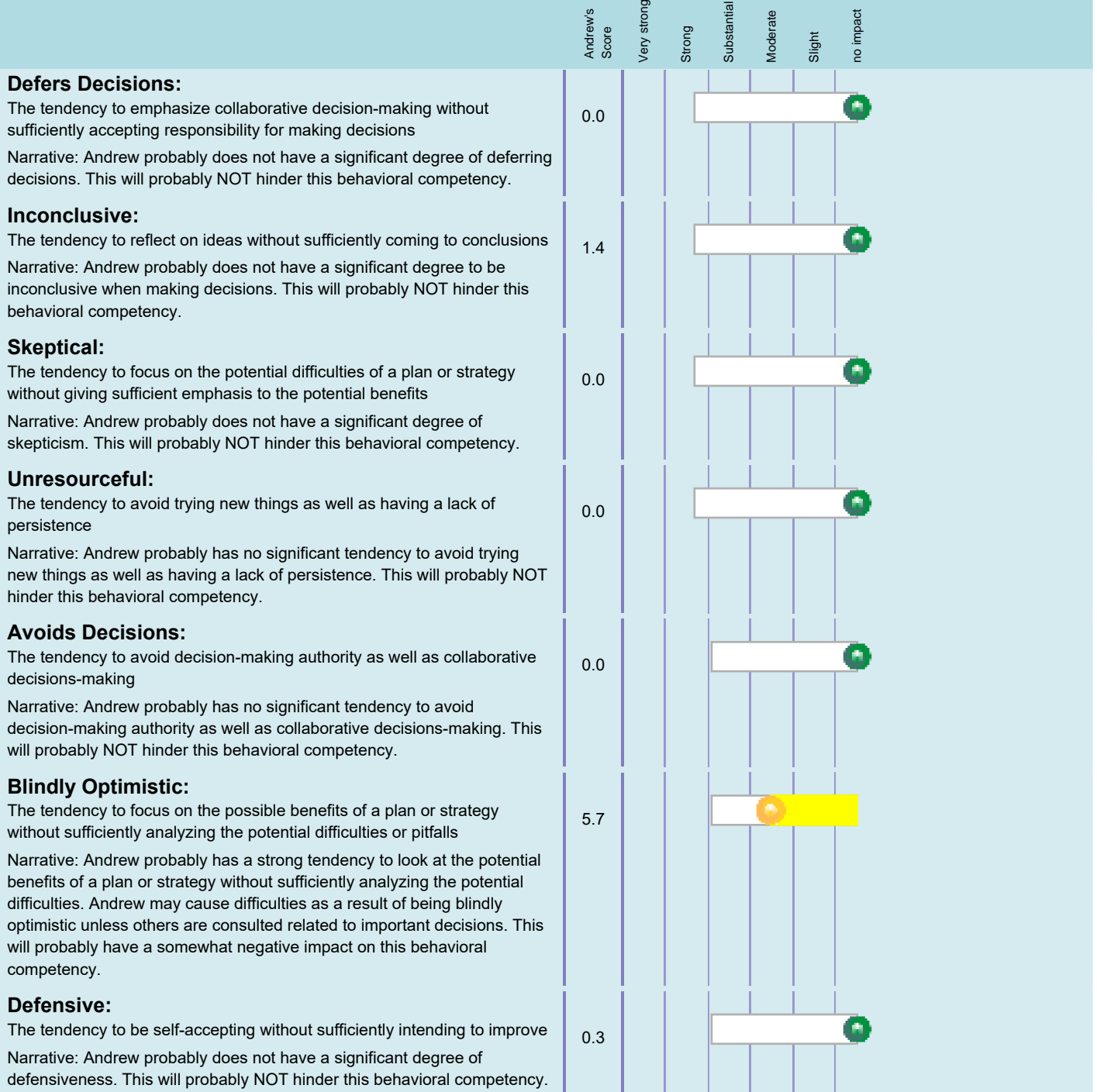
Resilience and Perseverance

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

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Defers Decisions:

The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions

Score: 0.0

Narrative: Andrew probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.

Inconclusive:

The tendency to reflect on ideas without sufficiently coming to conclusions

Score: 1.4

Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.

Skeptical:

The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

Score: 0.0

Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.

Unresourceful:

The tendency to avoid trying new things as well as having a lack of persistence

Score: 0.0

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.

Avoids Decisions:

The tendency to avoid decision-making authority as well as collaborative decisions-making

Score: 0.0

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.

Blindly Optimistic:

The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls

Score: 5.7

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.

Defensive:

The tendency to be self-accepting without sufficiently intending to improve

Score: 0.3

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Resilience and Perseverance

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

Traits to avoid (in order of importance)

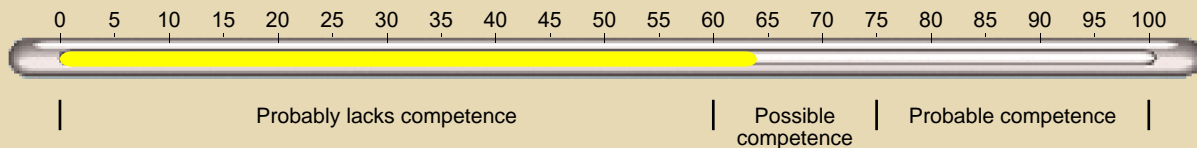Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Rebellious Autonomy:

The tendency to seek freedom from authority without taking sufficient and appropriate initiative

Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.

Andrew's Score
0.9

Avoids Communication:

The tendency to lack the combination of frankness and diplomacy

Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.

Andrew's Score
0.0

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Andrew's Score
0.0

Dominating:

The tendency to be assertive of one's needs without sufficiently being helpful to others

Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.

Andrew's Score
0.0

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.

Overall Percentage of Suitability Fit = 64%

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

Probably lacks competence	Possible competence	Probable competence

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 64 on Problem Solving which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Analytical:
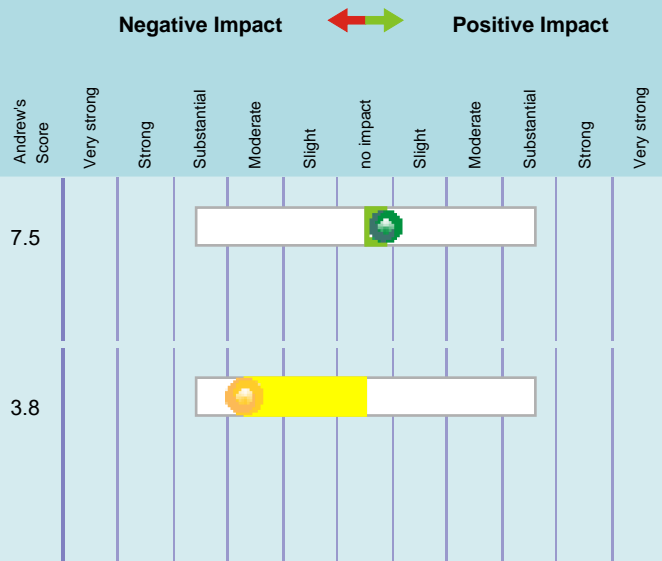The tendency to logically examine facts and situations (not necessarily analytical ability) — Andrew's Score: 7.5

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.

Analyzes Pitfalls:
The tendency to scrutinize potential difficulties related to a plan or strategy — Andrew's Score: 3.8

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.

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.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

	Negative Impact ← → Positive Impact

Collaborative:

The tendency to collaborate with others when making decisions

Andrew's Score: 4.7

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.

Experimenting:

The tendency to try new things and new ways of doing things

Andrew's Score: 6.4

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.

Research / learning:

The enjoyment of gathering and comprehending new information

Andrew's Score: 3.4

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.

Systematic:
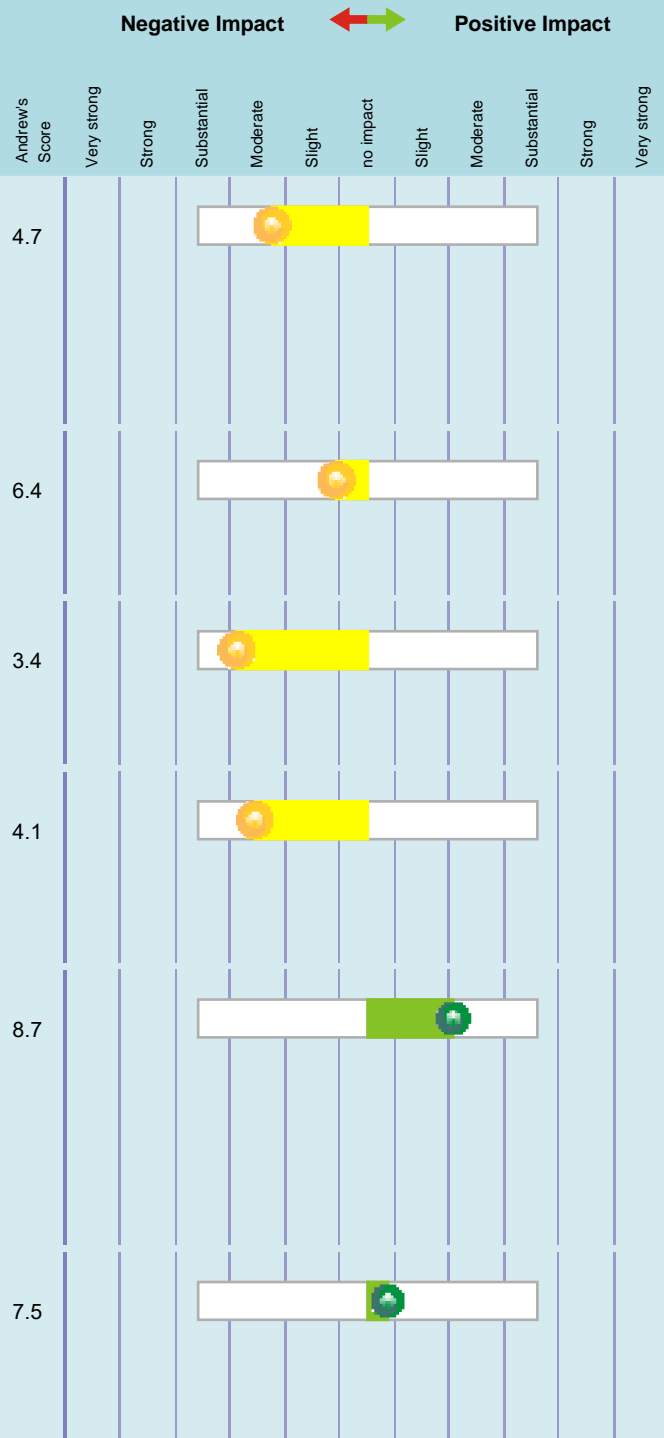
The enjoyment of tasks that require carefully or methodically thinking through steps

Andrew's Score: 4.1

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.

Takes Initiative:

The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Andrew's Score: 8.7

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.

Truth Exploring:

The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions

Andrew's Score: 7.5

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.

Behavioral Competency Analysis

Andrew Jones **Completed: 15/09/2013**

For Elevating Mindz Consulting LLP

Compared to: **Problem Solving #LC09**

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.

Desirable traits (in order of importance)

Negative Impact ←

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Optimistic:

The tendency to believe the future will be positive

Score: 9.5

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.

Intuitive:

The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

Score: 6.6

Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.

Open / reflective:

The tendency to reflect on many different viewpoints

Score: 8.2

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.

Traits to avoid (in order of importance)

Negative Impact ←

Traits to avoid are traits in which high scores can hinder performance.

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas

Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Avoids Communication:

The tendency to lack the combination of frankness and diplomacy

Score: 0.0

Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.

Defensive:

The tendency to be self-accepting without sufficiently intending to improve

Score: 0.3

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Avoids Decisions:

The tendency to avoid decision-making authority as well as collaborative decisions-making

Score: 0.0

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.

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.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Skeptical:

The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.

Score: 0.0

Rigidly Meticulous:

The tendency to focus on details without sufficiently adapting to change

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.

Score: 0.0

Behavioral Competency Analysis

Andrew Jones   **Completed: 15/09/2013**

For Elevating Mindz Consulting LLP

Compared to: **Achievement Orientation #LC02**

Achievement Orientation

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

Overall Percentage of Suitability Fit = 70%

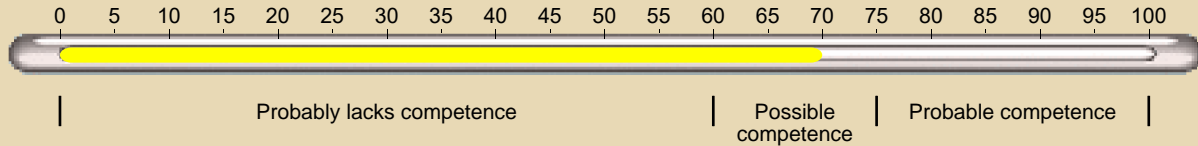| 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |

Probably lacks competence   Possible competence   Probable competence

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 70 on Achievement Orientation which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Negative Impact ← → **Positive Impact**

Essential traits are traits in which higher scores generally relate to better performance.

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Analytical:
The tendency to logically examine facts and situations (not necessarily analytical ability) — **7.5**

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.

Authoritative:
The desire for decision-making authority and the willingness to accept decision-making responsibility — **8.6**

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.

Authoritative Collaboration:
The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process — **6.7**

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.

Achievement Orientation

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

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

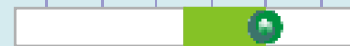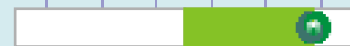| Trait	Andrew's Score	Impact
Effective Enforcing: The tendency to skillfully correct others when they are violating rules or performing poorly. Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. This will probably have a somewhat negative impact on this behavioral competency.	5.0	Moderate negative
Enthusiastic: The tendency to be eager and excited toward one's own goals. 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	Slight positive
Persistent: The tendency to be tenacious despite encountering significant obstacles. 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	Slight positive
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own. 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	Slight positive
Wants Challenge: The willingness to attempt difficult tasks or goals. 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	Moderate positive

Achievement Orientation

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

Desirable traits (in order of importance)

Negative Impact ←

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Analyzes Pitfalls	3.8					●	
Assertive	4.9						●
Collaborative	4.7						●
Diplomatic	8.6						●
Enlists Cooperation	5.0						●
Finance / business	7.0						●
Influencing	8.1						●

Analyzes Pitfalls:

The tendency to scrutinize potential difficulties related to a plan or strategy

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.

Assertive:

The tendency to put forward personal wants and needs

Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.

Collaborative:

The tendency to collaborate with others when making decisions

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.

Diplomatic:

The tendency to state things in a tactful manner

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.

Enlists Cooperation:

The tendency to invite others to participate in or join an effort

Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably be sufficient for this behavioral competency.

Finance / business:

The interest in commerce or fiscal management

Narrative: Andrew is fairly interested in business or finance. This will probably be sufficient for this behavioral competency.

Influencing:

The tendency to try to persuade others

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.

HARRISON ASSESSMENTS

Achievement Orientation

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Interpersonal Skills	8.3						●
Planning	4.7					●	
Pressure Tolerance	9.7						●
Tempo	7.7						●
Systematic	4.1						●
Organized	3.9						●

Interpersonal Skills:
The tendency to have a balance of traits that relate to effective interaction with others

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.

Planning:
The tendency to formulate ideas related to the steps and process of accomplishing an objective

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.

Pressure Tolerance:
The level of comfort related to working under deadlines and busy schedules

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.

Tempo:
The enjoyment of work that needs to be done quickly

Narrative: Andrew likes to work quite quickly.

Systematic:
The enjoyment of tasks that require carefully or methodically thinking through steps

Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably be sufficient for this behavioral competency.

Organized:
The tendency to place and maintain order in an environment or situation

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.

HARRISON ASSESSMENTS

Andrew Jones　　　　　　　　**Completed: 15/09/2013**
For Elevating Mindz Consulting LLP
Compared to: **Achievement Orientation** #LC02

Achievement Orientation

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

Traits to avoid (in order of importance)　　　　　　Negative Impact　←

Traits to avoid are traits in which high scores can hinder performance.

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Non-finishing:

The tendency to experiment with different things without sufficiently persisting in a single direction — Andrew's Score: **0.0** (no impact)

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.

Avoids Decisions:

The tendency to avoid decision-making authority as well as collaborative decisions-making — Andrew's Score: **0.0** (no impact)

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.

Blindly Optimistic:

The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls — Andrew's Score: **5.7** (Moderate)

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.

Impulsive:

The tendency to take risks without sufficient analysis of the potential difficulties — Andrew's Score: **5.4** (Moderate)

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.

Precise But Slow:

The tendency to be exact or precise without being sufficiently productive — Andrew's Score: **0.0** (no impact)

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.

Scattered:

The tendency to adapt to change without remaining sufficiently organized — Andrew's Score: **3.8** (no impact)

Narrative: Andrew has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.
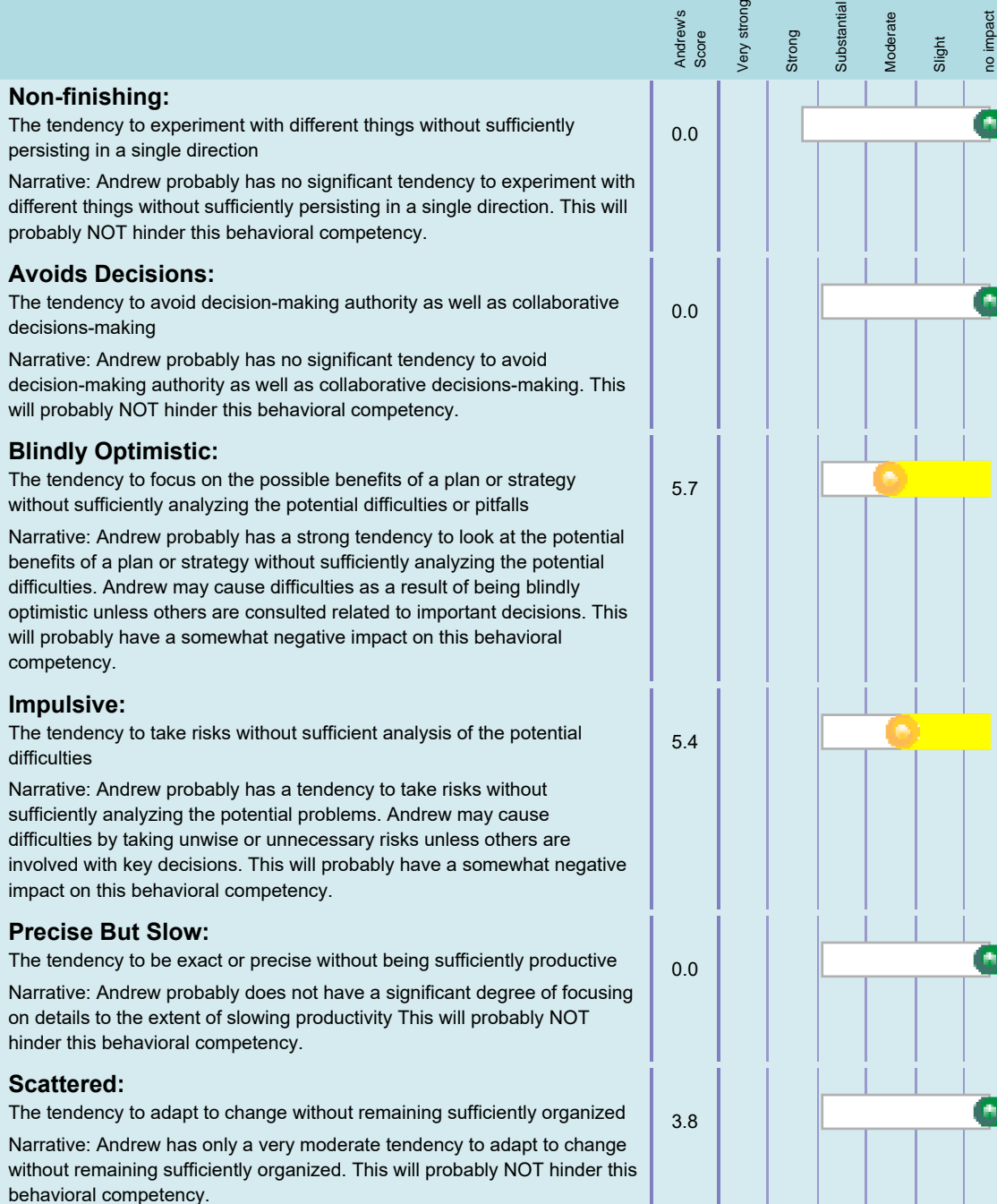
Achievement Orientation

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

Traits to avoid (in order of importance)

Negative Impact ⬅

Traits to avoid are traits in which high scores can hinder performance.

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Tranquil Inertia:

The tendency to be relaxed and easy-going without being sufficiently self-motivated

Andrew's Score: 0.0 — no impact

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.

Unresourceful:

The tendency to avoid trying new things as well as having a lack of persistence

Andrew's Score: 0.0 — no impact

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.
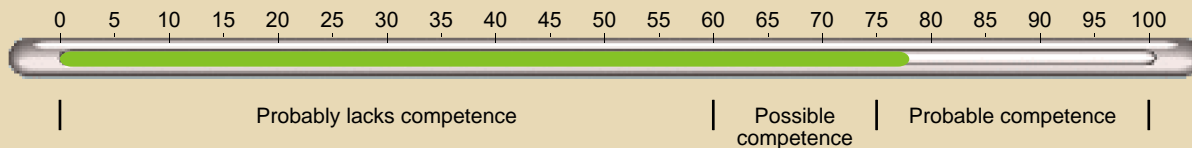
HARRISON ASSESSMENTS

Andrew Jones **Completed: 15/09/2013**
For Elevating Mindz Consulting LLP
Compared to: **Impact and Influence #LC04**

Impact and Influence

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

Overall Percentage of Suitability Fit = 78%

| 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |

| Probably lacks competence | Possible competence | Probable competence |

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 78 on Impact and Influence which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ⬅ ➡ Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Enlists Cooperation: The tendency to invite others to participate in or join an effort	5.0				●							
Enthusiastic: The tendency to be eager and excited toward one's own goals	8.2							●				
Forthright Diplomacy: The tendency to be forthright and respectful at the same time	7.8							●				

Enlists Cooperation:
The tendency to invite others to participate in or join an effort

Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a slightly negative impact on this behavioral competency.

Enthusiastic:
The tendency to be eager and excited toward one's own goals

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.

Forthright Diplomacy:
The tendency to be forthright and respectful at the same time

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.

Impact and Influence

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

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

Healthy Self-Esteem:

The tendency to accept oneself while at the same time trying to improve oneself

Andrew's Score: 6.8

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.

Influencing:

The tendency to try to persuade others

Andrew's Score: 8.1

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.

Mutual Help:

The tendency to pursue solutions that are beneficial to all parties concerned

Andrew's Score: 7.4

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.

Optimistic:

The tendency to believe the future will be positive

Andrew's Score: 9.5

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.

Public Speaking:

The enjoyment of presenting or articulating information to groups of people

Andrew's Score: 6.5

Narrative: Andrew generally enjoys making presentations to groups and is probably reasonably comfortable doing so. This will probably be sufficient for this behavioral competency.

Wants Challenge:

The willingness to attempt difficult tasks or goals

Andrew's Score: 9.4

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.

Impact and Influence

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Trait	Andrew's Score
Cause Motivated: The tendency to be motivated to help society	9.1

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.

Certain: The tendency to feel confident in one's opinions — **6.8**

Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.

Collaborative: The tendency to collaborate with others when making decisions — **4.7**

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.

Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs — **4.5**

Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.

Open / reflective: The tendency to reflect on many different viewpoints — **8.2**

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.

Organized: The tendency to place and maintain order in an environment or situation — **3.9**

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.

Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective — **4.7**

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.

Impact and Influence

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Pressure Tolerance:

The level of comfort related to working under deadlines and busy schedules — **9.7**

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.

Self-acceptance:

The tendency to like oneself ("I'm O.K. the way I am") — **7.0**

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.

Teaching:

The enjoyment of instructing, training, or educating others — **5.8**

Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.

Wants To Lead:

The desire to be in a position to direct or guide others — **9.2**

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.

Warmth / empathy:

The tendency to express positive feelings and affinity toward others — **9.9**

Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.

Frank:

The tendency to be straightforward, direct, to the point, and forthright — **7.1**

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.

Handles Conflict:

The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively — **8.7**

Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.

Impact and Influence

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

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Avoids Communication:

The tendency to lack the combination of frankness and diplomacy

Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.

Andrew's Score: 0.0

Avoids Decisions:

The tendency to avoid decision-making authority as well as collaborative decisions-making

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.

Andrew's Score: 0.0

Defensive:

The tendency to be self-accepting without sufficiently intending to improve

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Andrew's Score: 0.3

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Andrew's Score: 0.0

Harsh:

The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic

Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.

Andrew's Score: 0.0

Inconclusive:

The tendency to reflect on ideas without sufficiently coming to conclusions

Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.

Andrew's Score: 1.4

Insensitive:

The tendency to be assertive with one's own needs without being sufficiently warm and empathetic

Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.
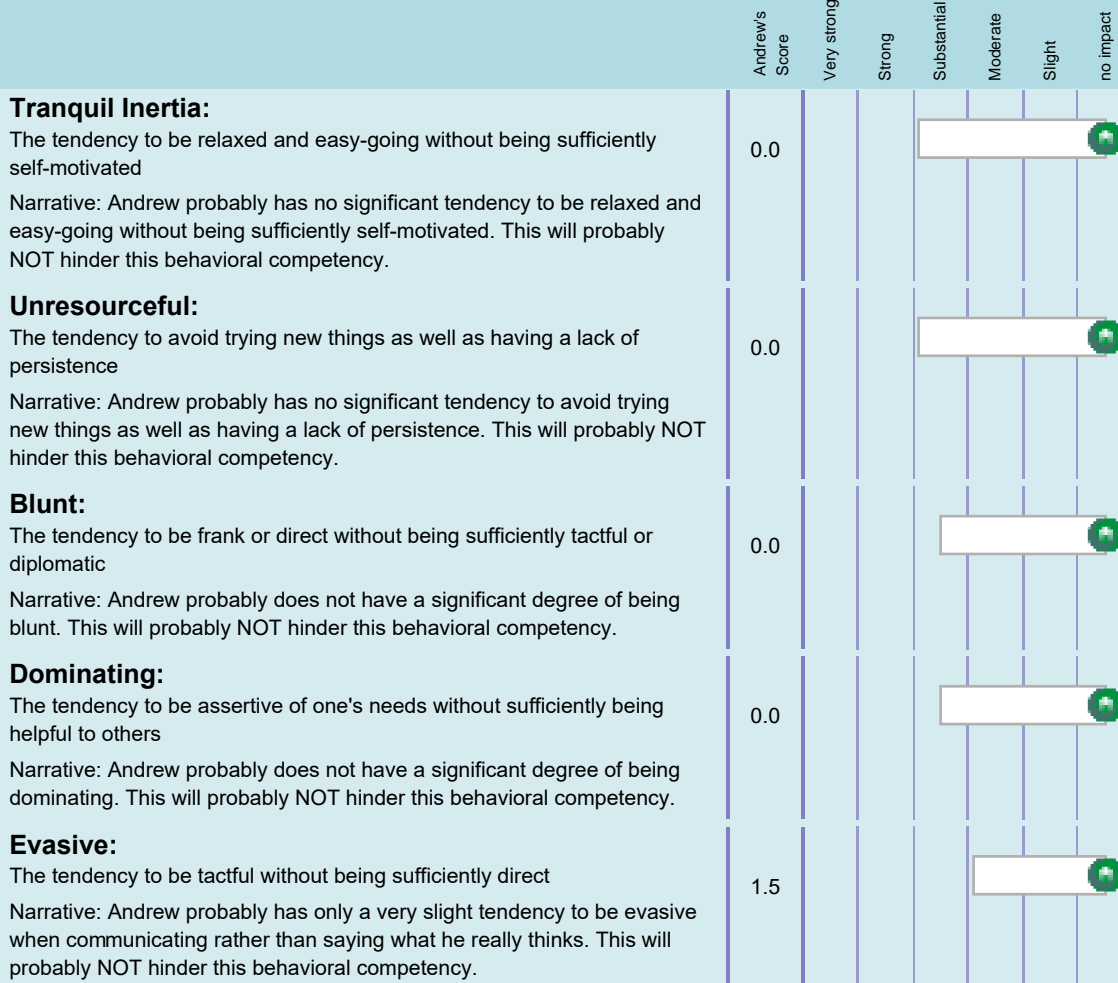
Andrew's Score: 0.0

Impact and Influence

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

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Tranquil Inertia:

The tendency to be relaxed and easy-going without being sufficiently self-motivated — **0.0**

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.

Unresourceful:

The tendency to avoid trying new things as well as having a lack of persistence — **0.0**

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.

Blunt:

The tendency to be frank or direct without being sufficiently tactful or diplomatic — **0.0**

Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.

Dominating:

The tendency to be assertive of one's needs without sufficiently being helpful to others — **0.0**

Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.

Evasive:

The tendency to be tactful without being sufficiently direct — **1.5**

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.
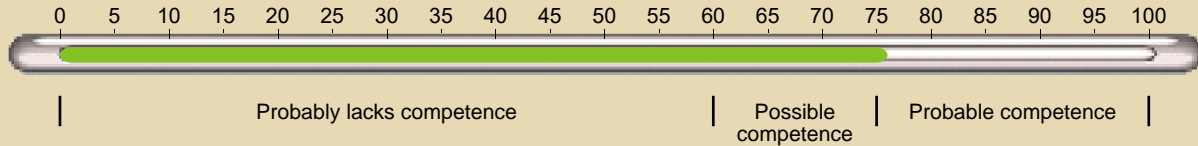
Innovation

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

Overall Percentage of Suitability Fit = 76%

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

Probably lacks competence	Possible competence	Probable competence

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 76 on Innovation which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

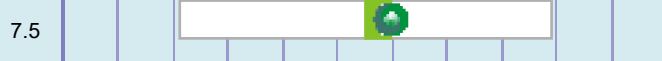Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Analytical:
The tendency to logically examine facts and situations (not necessarily analytical ability) — **7.5**
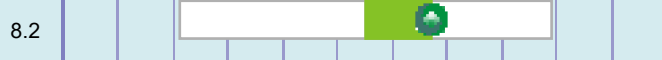
Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.

Enthusiastic:
The tendency to be eager and excited toward one's own goals — **8.2**

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.

Experimenting:
The tendency to try new things and new ways of doing things — **6.4**

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.

HARRISON ASSESSMENTS

Innovation

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

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → Positive Impact

Open / reflective:

The tendency to reflect on many different viewpoints

Score: 8.2

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.

Persistent:

The tendency to be tenacious despite encountering significant obstacles

Score: 8.6

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.

Research / learning:

The enjoyment of gathering and comprehending new information

Score: 3.4

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.

Takes Initiative:

The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Score: 8.7

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.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Optimistic:

The tendency to believe the future will be positive

Score: 9.5

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.

Organized:

The tendency to place and maintain order in an environment or situation

Score: 3.9

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.

Innovation

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ⬅

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Collaborative:

The tendency to collaborate with others when making decisions

Andrew's Score: 4.7

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.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ⬅

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas

Andrew's Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Authoritarian:

The tendency to make decisions independently without sufficiently collaborating with others

Andrew's Score: 3.9

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.

Scattered:

The tendency to adapt to change without remaining sufficiently organized

Andrew's Score: 3.8

Narrative: Andrew has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.

Rigidly Disorganized:

The tendency to lack organization as well as adaptability

Andrew's Score: 0.0

Narrative: Andrew probably has no significant tendency to lack organization as well as adaptability. This will probably NOT hinder this behavioral competency.

Rigidly Meticulous:

The tendency to focus on details without sufficiently adapting to change

Andrew's Score: 0.0

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.

Innovation

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

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Rigidly Organized:

The tendency to be organized without sufficiently adapting to change — Andrew's Score: **0.0** (no impact)

Narrative: Andrew probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.

Skeptical:

The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits — Andrew's Score: **0.0** (no impact)

Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.

Blindly Optimistic:

The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls — Andrew's Score: **5.7** (no impact)

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.

Impulsive:

The tendency to take risks without sufficient analysis of the potential difficulties — Andrew's Score: **5.4** (no impact)

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.

Behavioral Competency Analysis

Andrew Jones   **Completed: 15/09/2013**

For Elevating Mindz Consulting LLP

Compared to: **Leading People** #LC06

Leading People

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

Overall Percentage of Suitability Fit = 70%

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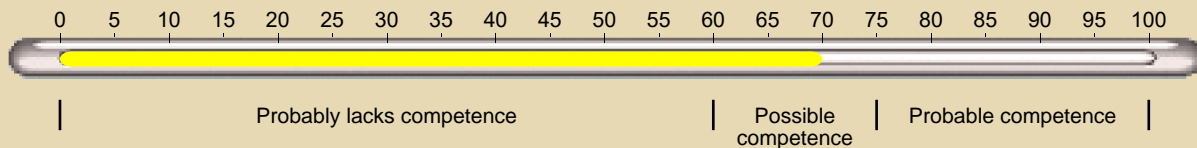
This report identifies the specific factors related to this Leading People behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 70 on Leading People which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ←→ **Positive Impact**

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Analytical:
The tendency to logically examine facts and situations (not necessarily analytical ability) — **7.5**

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.

Authoritative:
The desire for decision-making authority and the willingness to accept decision-making responsibility — **8.6**

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.

Enlists Cooperation:
The tendency to invite others to participate in or join an effort — **5.0**

Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.

Leading People

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

Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

Columns: Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong

Influencing:

The tendency to try to persuade others

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.

Andrew's Score: 8.1

Interpersonal Skills:

The tendency to have a balance of traits that relate to effective interaction with others

Narrative: Given Andrew's interpersonal preferences and tendencies he is probably quite skillful when interacting with others. This will probably have a somewhat positive impact on this behavioral competency.

Andrew's Score: 8.3

Wants To Lead:

The desire to be in a position to direct or guide others

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.

Andrew's Score: 9.2

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Columns: Andrew's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact

Open / reflective:

The tendency to reflect on many different viewpoints

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.

Andrew's Score: 8.2

Optimistic:

The tendency to believe the future will be positive

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.

Andrew's Score: 9.5

Organized:

The tendency to place and maintain order in an environment or situation

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.

Andrew's Score: 3.9

Behavioral Competency Analysis

Andrew Jones **Completed: 15/09/2013**
For Elevating Mindz Consulting LLP
Compared to: **Leading People** #LC06

Leading People

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

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Planning:
The tendency to formulate ideas related to the steps and process of accomplishing an objective

Score: 4.7

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.

Pressure Tolerance:
The level of comfort related to working under deadlines and busy schedules

Score: 9.7

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.

Self-acceptance:
The tendency to like oneself ("I'm O.K. the way I am")

Score: 7.0

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.

Takes Initiative:
The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Score: 8.7

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.

Teaching:
The enjoyment of instructing, training, or educating others

Score: 5.8

Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.

Team:
The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)

Score: 4.5

Narrative: Andrew only moderately enjoys working in a team. This will probably have a slightly negative impact on this behavioral competency.

Warmth / empathy:
The tendency to express positive feelings and affinity toward others

Score: 9.9

Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.

Leading People

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

Traits to avoid (in order of importance)

Negative Impact ←

Traits to avoid are traits in which high scores can hinder performance.

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Authoritarian:

The tendency to make decisions independently without sufficiently collaborating with others — Score: 3.9

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.

Blunt:

The tendency to be frank or direct without being sufficiently tactful or diplomatic — Score: 0.0

Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.

Defensive:

The tendency to be self-accepting without sufficiently intending to improve — Score: 0.3

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Dogmatic:

The tendency to be certain of opinions without sufficiently being open to different ideas — Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Dominating:

The tendency to be assertive of one's needs without sufficiently being helpful to others — Score: 0.0

Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.

Harsh:

The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic — Score: 0.0

Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.

Permissive:

The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable — Score: 6.8

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.
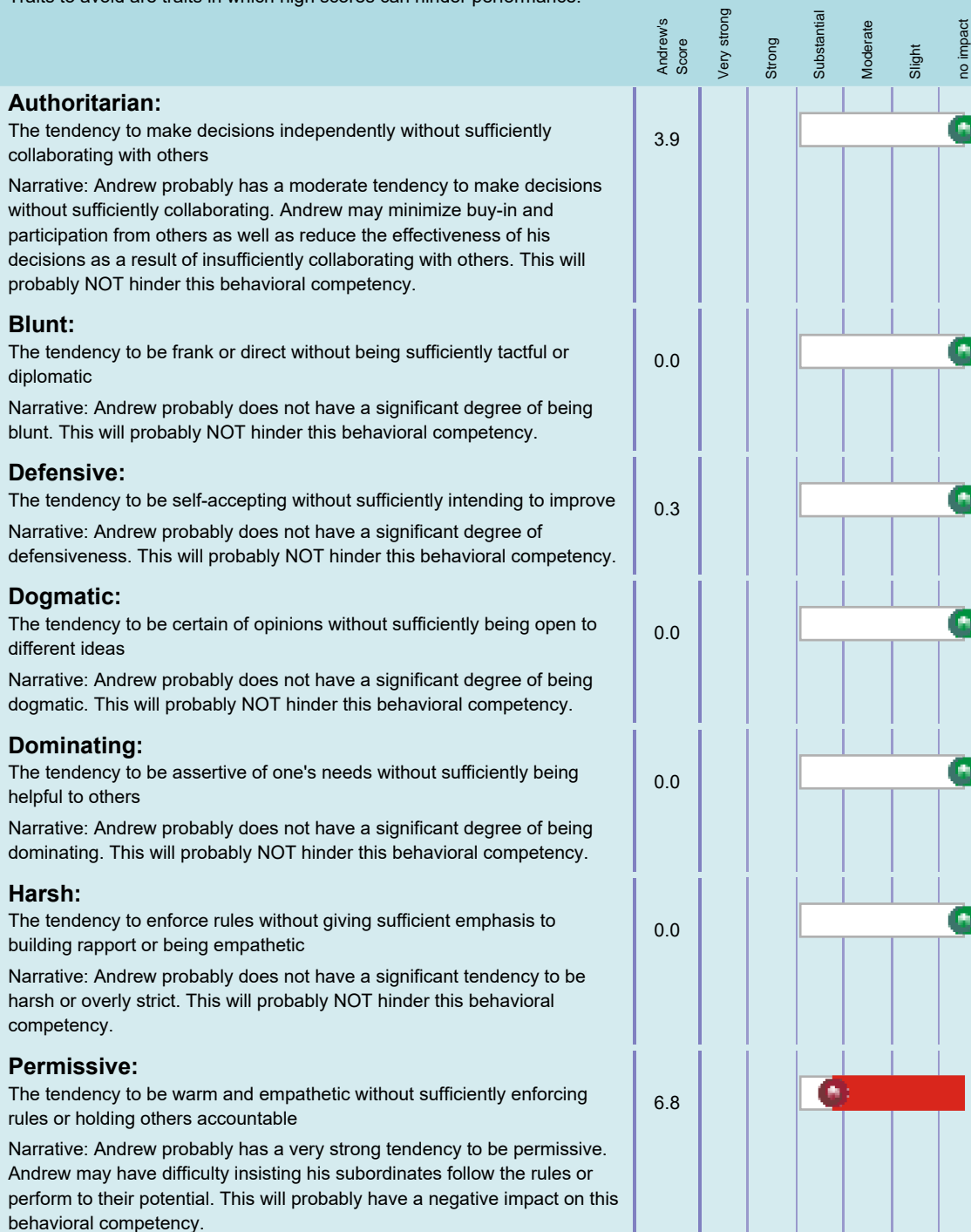
Leading People

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

### Traits to avoid (in order of importance)

Negative Impact ←

Traits to avoid are traits in which high scores can hinder performance.

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Evasive:

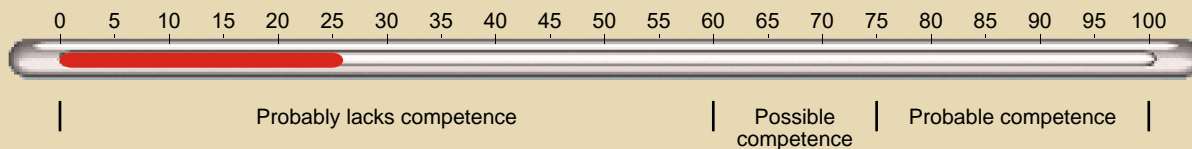The tendency to be tactful without being sufficiently direct

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.

Andrew's Score: 1.5

HARRISON ASSESSMENTS
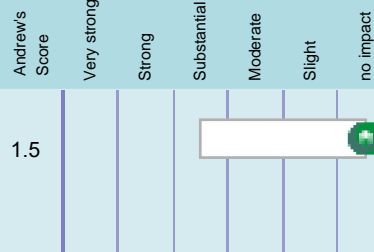
Strategic Thinking

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.

Overall Percentage of Suitability Fit = 26%

| 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |

| Probably lacks competence | Possible competence | Probable competence |

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Andrew scores 26 on Strategic Thinking which indicates Andrew probably has a large gap between his behavior and the requirements for this competency which is likely to have some negative impact on job performance.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

Essential traits (in order of importance)

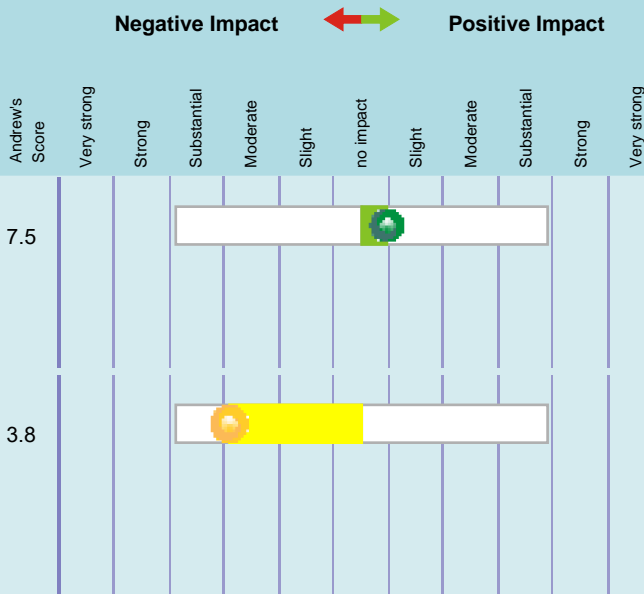Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ⬅ ➡ Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong

Analytical:

The tendency to logically examine facts and situations (not necessarily analytical ability)   —   **7.5**

Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably have a slightly positive impact on this behavioral competency.

Analyzes Pitfalls:

The tendency to scrutinize potential difficulties related to a plan or strategy   —   **3.8**

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.

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.

Essential traits (in order of importance)

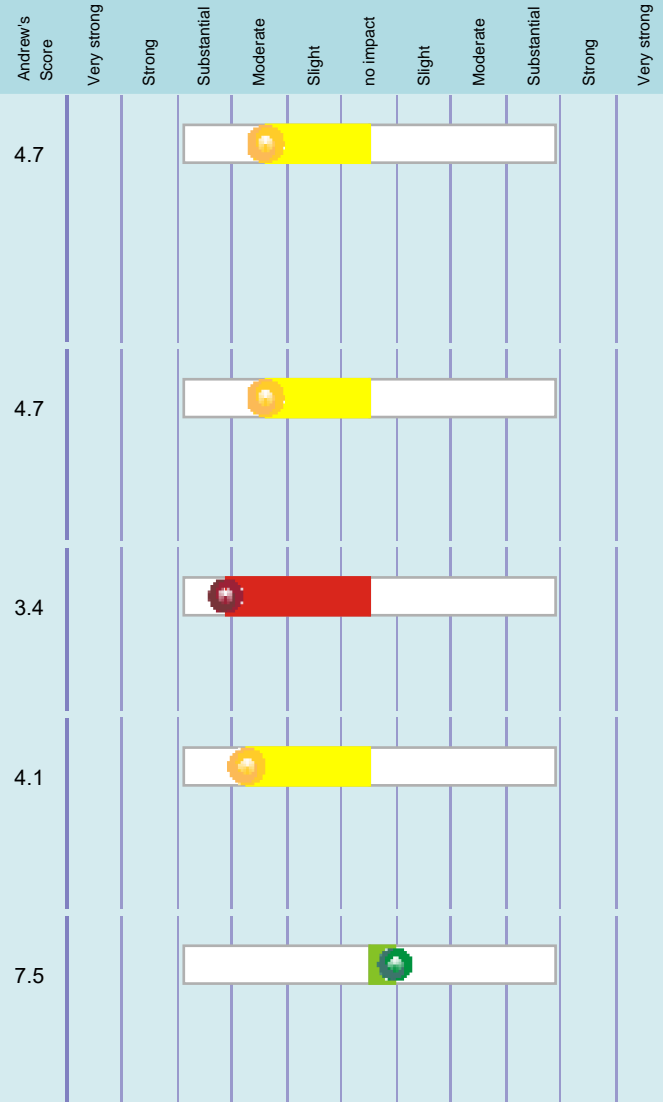Essential traits are traits in which higher scores generally relate to better performance.

Negative Impact ← → **Positive Impact**

Collaborative:
The tendency to collaborate with others when making decisions

Andrew's Score: 4.7

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.

Planning:
The tendency to formulate ideas related to the steps and process of accomplishing an objective

Andrew's Score: 4.7

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.

Research / learning:
The enjoyment of gathering and comprehending new information

Andrew's Score: 3.4

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.

Systematic:
The enjoyment of tasks that require carefully or methodically thinking through steps

Andrew's Score: 4.1

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.
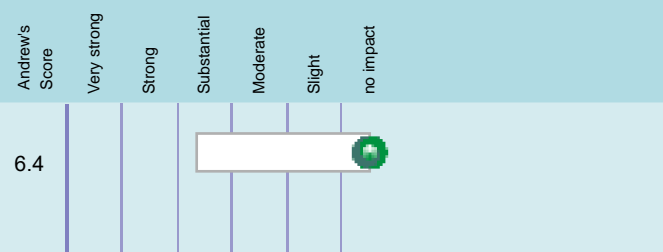
Truth Exploring:
The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions

Andrew's Score: 7.5

Narrative: Andrew has a tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a slightly positive impact on this behavioral competency.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Experimenting:
The tendency to try new things and new ways of doing things

Andrew's Score: 6.4

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.

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.

Desirable traits (in order of importance)

Negative Impact ←

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Intuitive:

The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

Score: 6.6

Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.

Numerical:

The enjoyment of counting, calculating, or analyzing quantities using mathematics

Score: 8.0

Narrative: Andrew enjoys working with numbers. This will probably be sufficient for this behavioral competency.

Persistent:

The tendency to be tenacious despite encountering significant obstacles

Score: 8.6

Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.

Self-improvement:

The tendency to attempt to develop or better oneself

Score: 6.6

Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.

Takes Initiative:

The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Score: 8.7

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.

Optimistic:

The tendency to believe the future will be positive

Score: 9.5

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.

Pressure Tolerance:

The level of comfort related to working under deadlines and busy schedules

Score: 9.7

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.

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.

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact ←

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Open / reflective:
The tendency to reflect on many different viewpoints

Score: 8.2

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.

Relaxed:
The tendency to feel at ease or calm while working

Score: 5.2

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.
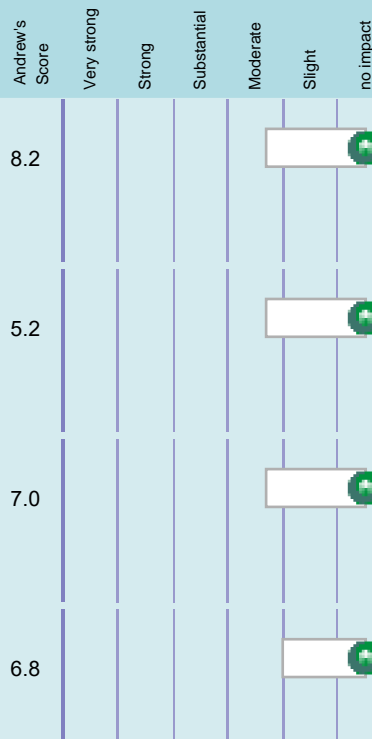
Self-acceptance:
The tendency to like oneself ("I'm O.K. the way I am")

Score: 7.0

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.

Certain:
The tendency to feel confident in one's opinions

Score: 6.8

Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

Trait	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Blindly Optimistic:
The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls

Score: 5.7

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.

Impulsive:
The tendency to take risks without sufficient analysis of the potential difficulties

Score: 5.4

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.

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.

Traits to avoid (in order of importance)

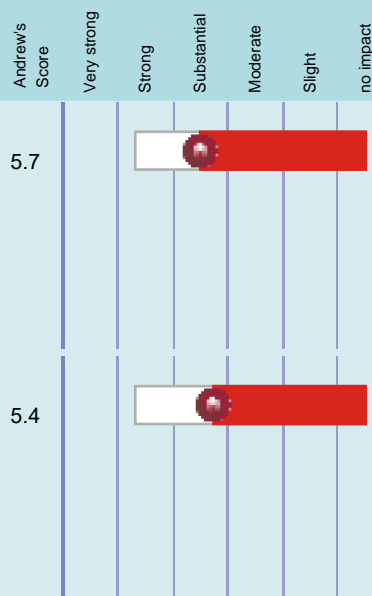Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Defensive:
The tendency to be self-accepting without sufficiently intending to improve

Score: 0.3 — no impact

Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.

Dogmatic:
The tendency to be certain of opinions without sufficiently being open to different ideas

Score: 0.0 — no impact

Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.

Fast But Imprecise:
The tendency to work quickly without sufficient attention to detail or accuracy

Score: 7.9 — Strong (negative impact)

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.

Skeptical:
The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

Score: 0.0 — no impact

Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.

Avoids Communication:
The tendency to lack the combination of frankness and diplomacy

Score: 0.0 — no impact

Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.

Avoids Decisions:
The tendency to avoid decision-making authority as well as collaborative decisions-making

Score: 0.0 — no impact

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.

Inconclusive:
The tendency to reflect on ideas without sufficiently coming to conclusions

Score: 1.4 — no impact

Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.
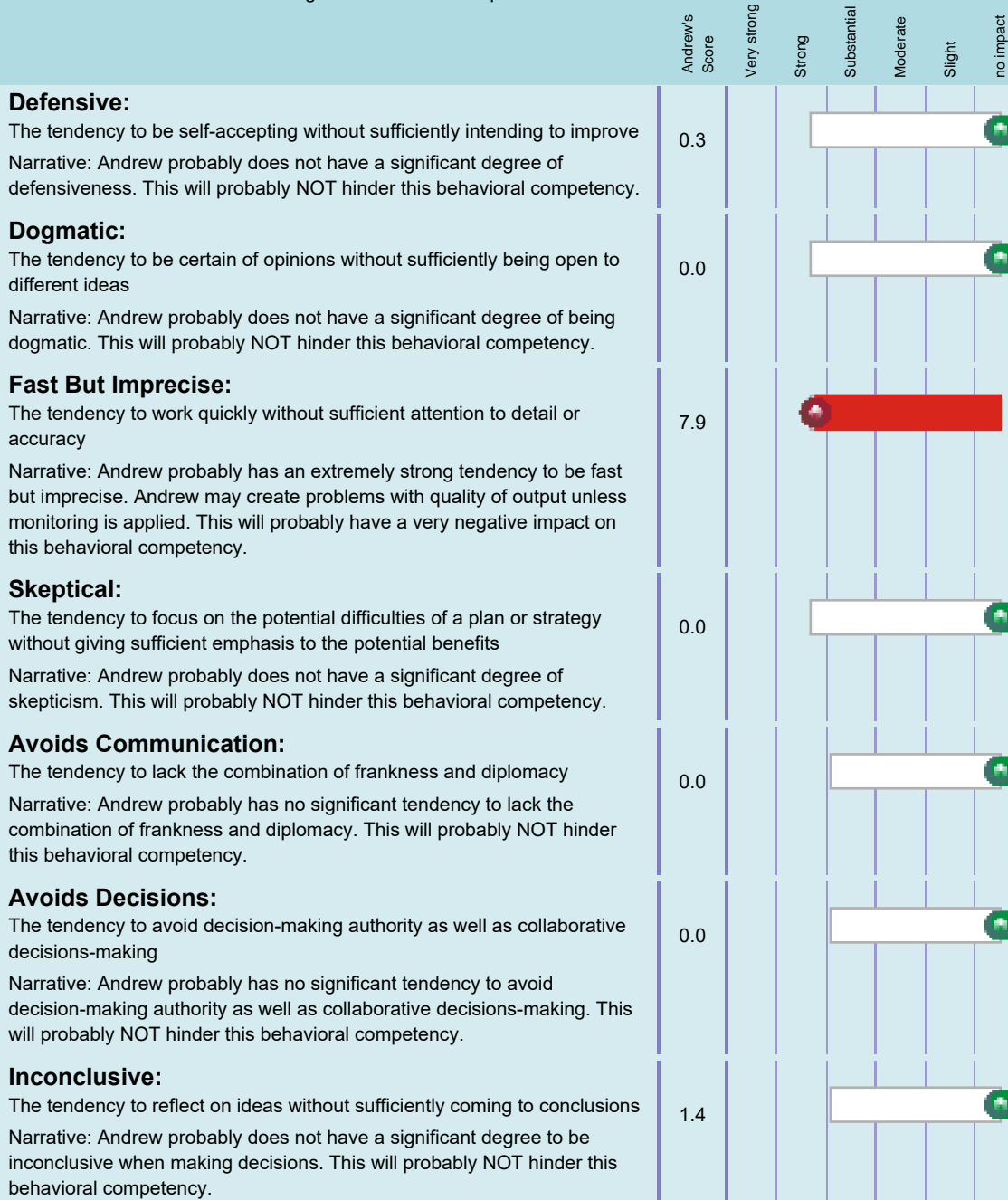
Strategic Thinking

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.

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact ←

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact

Precise But Slow:

The tendency to be exact or precise without being sufficiently productive

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.

Andrew's Score: 0.0

Careless Pessimism:

The tendency to take risks while at the same time believing that the future is bleak

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.

Andrew's Score: 0.0