

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

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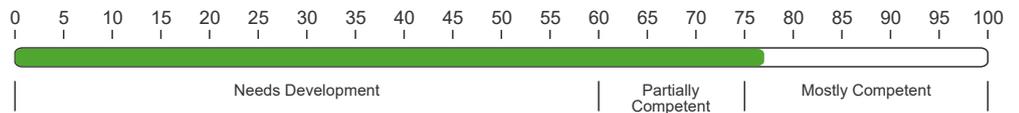
Emerging Leader Impact Overview

This overview shows the impact of the employee's scores for each behavioral competency within the Emerging Leader set.

Overall Score

Bran scores 77 against the Emerging Leader competency set. This indicates that he/she is mostly competent for the Emerging Leader competency set. However, development in some areas would be beneficial to further success.

Total Competency Percentage = 77%



Competencies <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Communication: <i>Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.</i>	6.6													
Energizing People: <i>Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.</i>	8.3													
Learning Agility: <i>Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.</i>	7.2													
Problem Solving: <i>Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.</i>	7.0													
Resilience and Perseverance: <i>Persists in the face of adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.</i>	7.2													

Competencies <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact																		
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong								
Achievement Orientation: <i>Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.</i>	7.5																			
Impact and Influence: <i>Influences others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.</i>	7.2																			
Innovation: <i>Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.</i>	7.9																			
Leading People: <i>Takes responsibility to achieve the organization's mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.</i>	7.6																			
Strategic Thinking: <i>Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.</i>	6.1																			

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Communication

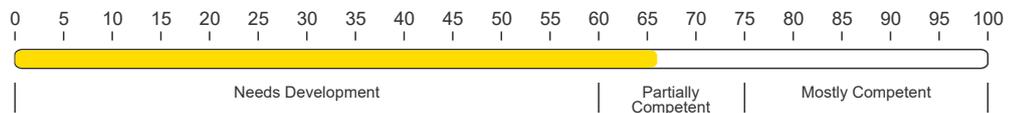
Promotes clear understandings, presents clear ideas, speaks up regarding concerns, listens effectively, provides timely and helpful information, and takes responsibility to confirm that communications are received.

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

Overall Score

Bran scores 66 on Communication which indicates Bran probably has a moderate gap between his/her behavior and the requirements for this competency which indicates a potential for improvement.

Total Competency Percentage = 66%



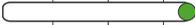
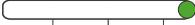
Essential traits <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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.	3.8											
Forthright Diplomacy: <i>The tendency to be forthright and respectful at the same time</i> Narrative: Bran has a reasonable degree of tendency to be forthright and respectful at the same time. This will probably be sufficient for this behavioral competency.	6.5											
Healthy Self-Esteem: <i>The tendency to accept oneself while at the same time trying to improve oneself</i> Narrative: Bran has a very strong tendency to accept oneself while at the same time trying to improve oneself. This will probably have a somewhat positive impact on this behavioral competency.	9.3											

Essential traits <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i></p> <p>Narrative: Bran tends to be fairly helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.</p>	6.5											
<p>Influencing: <i>The tendency to try to persuade others</i></p> <p>Narrative: Bran has a strong need to persuade or influence others. Assuming he/she has the right balance of other interpersonal traits, Bran is likely to be very skillful in expressing his/her ideas to staff, co-workers and/or clients. This will probably have a positive impact on this behavioral competency.</p>	9.8											
<p>Open / reflective: <i>The tendency to reflect on many different viewpoints</i></p> <p>Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably have a somewhat negative impact on this behavioral competency.</p>	4.3											
<p>Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i></p> <p>Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably have a slightly positive impact on this behavioral competency.</p>	7.9											
<p>Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i></p> <p>Narrative: Bran is moderately tolerant of people who are blunt. This will probably have a slightly negative impact on this behavioral competency.</p>	6.3											
<p>Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i></p> <p>Narrative: Bran has only a very moderate tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a somewhat negative impact on this behavioral competency.</p>	4.1											

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably be sufficient for this behavioral competency.	5.7						
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Bran is fairly capable of being tactful and usually tends to state things in a diplomatic manner. This will probably be sufficient for this behavioral competency.	7.3						
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Bran tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.7						
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	7.1						
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Bran enjoys meeting new people and is probably outgoing. This will probably be sufficient for this behavioral competency.	7.7						
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Bran is moderately at ease and relaxed while working with only some tension. This will probably be sufficient for this behavioral competency.	5.8						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Bran is extremely 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.	9.9						
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Bran has a strong intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	8.7						

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Team: <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Bran only moderately enjoys working in a team. This will probably be sufficient for this behavioral competency.	5.4						
Tempo: <i>The enjoyment of work that needs to be done quickly</i> Narrative: Bran likes to work at a somewhat unhurried pace and prefers not to have to do work that requires a rapid pace. This will probably have a slightly negative impact on this behavioral competency.	4.0						
Tolerance Of Evasiveness: <i>The level of comfort related to dealing with people who are indirect or lacking in frankness</i> Narrative: Bran is fairly tolerant of people who are evasive. This will probably be sufficient for this behavioral competency.	6.9						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Bran very often expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	8.8						
Writing / language: <i>The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)</i> Narrative: Bran is extremely interested in writing or language. This will probably be sufficient for this behavioral competency.	10.0						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Bran moderately puts forward his/her own needs. This will probably be sufficient for this behavioral competency.	5.3						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Bran is moderately able to manage stress. This will probably be sufficient for this behavioral competency.	4.8						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Bran probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Bran probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Bran probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Bran probably has a slight tendency to be permissive. Bran may be a little lenient with subordinates regarding following the rules or performing to their potential. This will probably NOT hinder this behavioral competency.	3.3						
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Bran probably has a tendency to make decisions without sufficiently collaborating. Bran may minimize buy-in and participation from others as well as reduce the effectiveness of his/her decisions as a result of insufficiently collaborating with others. This will probably have a slightly negative impact on this behavioral competency.	4.9						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Bran probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Bran probably has only a very slight tendency to be evasive when communicating rather than saying what he/she really thinks. This will probably NOT hinder this behavioral competency.	1.7						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Bran probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.	0.0						

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Energizing People

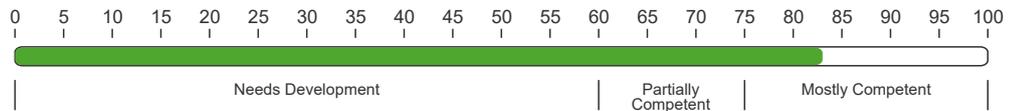
Motivates others to achieve goals, articulates a common vision, engages team members, relates openly, and empowers others to achieve.

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

Overall Score

Bran scores 83 on Energizing People which indicates Bran probably exhibits the expected behavior that fulfills this competency with only a small gap between his/her behavior and the ideal behavior for this competency.

Total Competency Percentage = 83%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Cause Motivated: <i>The tendency to be motivated to help society</i> Narrative: Undertaking work that benefits others/society is quite important to Bran. Find out what Bran's causes are in order to determine if they are consistent with the causes related to this position. This will probably have a slightly positive impact on this behavioral competency.	8.1											
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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.	3.8											
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Bran usually enjoys enlisting the cooperation of others. This will probably be sufficient for this behavioral competency.	6.9											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Bran tends to be highly enthusiastic about his/her goals. If Bran's goals are in alignment with the organization's objectives, he/she will probably have a very strong drive to achieve those objectives. This will probably have a positive impact on this behavioral competency.		10.0											
Influencing: <i>The tendency to try to persuade others</i> Narrative: Bran has a strong need to persuade or influence others. Assuming he/she has the right balance of other interpersonal traits, Bran is likely to be very skillful in expressing his/her ideas to staff, co-workers and/or clients. This will probably have a positive impact on this behavioral competency.		9.8											
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		7.1											
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Bran is motivated by challenging tasks or projects. Bran will prefer an employer who is able to offer challenging work. His/Her strong drive for achievement will probably be a good example for others. This will probably have a slightly positive impact on this behavioral competency.		8.4											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Bran is fairly capable of being tactful and usually tends to state things in a diplomatic manner. This will probably be sufficient for this behavioral competency.		7.3											
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Bran tends to be fairly helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.		6.5											

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Bran is extremely 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.	9.9						
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Bran has a strong intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	8.7						
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably be sufficient for this behavioral competency.	7.9						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Bran is fairly interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	6.7						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Bran very often expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	8.8						
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Bran enjoys trying new things and often experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.5						
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Bran enjoys meeting new people and is probably outgoing. This will probably be sufficient for this behavioral competency.	7.7						
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably be sufficient for this behavioral competency.	5.7						

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Bran tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.7						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Bran is moderately able to manage stress. This will probably be sufficient for this behavioral competency.	4.8						
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	4.3						
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Bran is moderately at ease and relaxed while working with only some tension. This will probably be sufficient for this behavioral competency.	5.8						
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Bran is moderately tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	6.3						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Bran probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Bran probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Bran probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Bran probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Bran probably has a slight tendency to be permissive. Bran may be a little lenient with subordinates regarding following the rules or performing to their potential. This will probably NOT hinder this behavioral competency.	3.3						

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Learning Agility

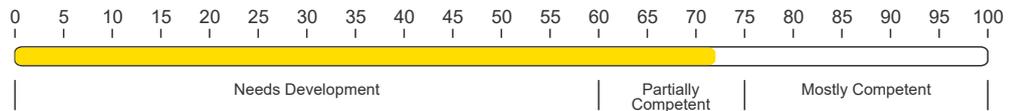
Gains knowledge from experiences, successes, and mistakes, and applies that knowledge to new situations or responsibilities.

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

Overall Score

Bran scores 72 on Learning Agility which indicates Bran probably has a moderate gap between his/her behavior and the requirements for this competency which indicates a potential for improvement.

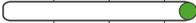
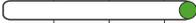
Total Competency Percentage = 72%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Bran has a strong intention to improve himself/herself. This will probably have a somewhat positive impact on this behavioral competency.	8.7											
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably have a slightly negative impact on this behavioral competency.	5.7											
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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.	3.8											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact										
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably have a somewhat negative impact on this behavioral competency.	4.3											
Receives Correction: <i>The tendency to accept guidance intended to improve performance</i> Narrative: Bran's preferences indicate he/she is very likely to be receptive to corrective feedback. This will probably have a somewhat positive impact on this behavioral competency.	9.3											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Bran very much enjoys researching and learning new information. This will probably have a somewhat positive impact on this behavioral competency.	9.0											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably have a slightly positive impact on this behavioral competency.	7.9											
Desirable traits <i>(in order of importance)</i>		Negative Impact <										
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact				
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Bran moderately enjoys analyzing the potential difficulties of plans and strategies and probably has a moderate tendency to do so. Therefore, it would be best if he/she were to receive other input before making important strategic decisions. This will probably be sufficient for this behavioral competency.	6.4											
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Bran enjoys trying new things and often experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.5											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Bran tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	8.8						
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	7.1						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Bran enjoys planning and probably tends to do it reasonably often. This will probably be sufficient for this behavioral competency.	6.8						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Bran probably has a tendency to make decisions without sufficiently collaborating. Bran may minimize buy-in and participation from others as well as reduce the effectiveness of his/her decisions as a result of insufficiently collaborating with others. This will probably have a slightly negative impact on this behavioral competency.	4.9						
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Bran probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Bran probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

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Problem Solving

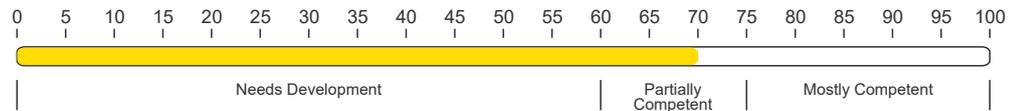
Is perceptive and logical when identifying problems, finds the source or cause of problems, and thinks through potential difficulties of the solution steps.

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

Overall Score

Bran scores 70 on Problem Solving which indicates Bran probably has a moderate gap between his/her behavior and the requirements for this competency which indicates a potential for improvement.

Total Competency Percentage = 70%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably have a slightly negative impact on this behavioral competency.	5.7											
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Bran moderately enjoys analyzing the potential difficulties of plans and strategies and probably has a moderate tendency to do so. Therefore, it would be best if he/she were to receive other input before making important strategic decisions This will probably have a slightly negative impact on this behavioral competency.	6.4											

Essential traits <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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.	3.8											
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Bran enjoys trying new things and often experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.5											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Bran very much enjoys researching and learning new information. This will probably have a somewhat positive impact on this behavioral competency.	9.0											
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Bran moderately enjoys work that requires being systematic and tends to be moderately systematic. This will probably have a slightly negative impact on this behavioral competency.	6.3											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably have a slightly positive impact on this behavioral competency.	7.9											
Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i> Narrative: Bran has only a very moderate tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a somewhat negative impact on this behavioral competency.	4.1											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	7.1						
Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Bran uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.	6.5						
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	4.3						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Bran probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Bran probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						

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

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

ORGANIZATION
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Resilience and Perseverance

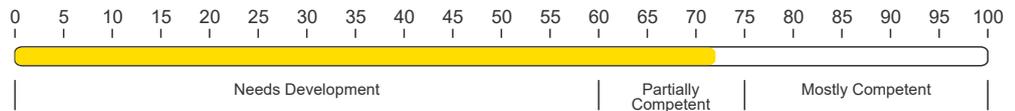
Persists in the face of adversity, obstacles, or setbacks including effectively managing a crisis and quickly adapting to change.

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

Overall Score

Bran scores 72 on Resilience and Perseverance which indicates Bran probably has a moderate gap between his/her behavior and the requirements for this competency which indicates a potential for improvement.

Total Competency Percentage = 72%

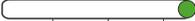


Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Bran 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.	8.7											
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	7.1											
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Bran is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.	8.7											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Bran prefers to have very little pressure of deadlines and tight schedules. This will probably have a negative impact on this behavioral competency.		3.2											
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Bran has a strong intention to improve himself/herself. This will probably have a somewhat positive impact on this behavioral competency.		8.7											
Stress Management: <i>The tendency to be relaxed while at the same time managing stress well when it occurs</i> Narrative: Bran has only a moderate tendency to be relaxed while at the same time managing stress well when it occurs. This will probably have a slightly negative impact on this behavioral competency.		5.4											
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Bran is motivated by challenging tasks or projects. Bran will prefer an employer who is able to offer challenging work. His/ Her strong drive for achievement will probably be a good example for others. This will probably have a slightly positive impact on this behavioral competency.		8.4											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably be sufficient for this behavioral competency.		5.7											
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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 slightly negative impact on this behavioral competency.		3.8											

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Bran tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.7						
Influencing: <i>The tendency to try to persuade others</i> Narrative: Bran has a strong need to persuade or influence others. Assuming he/she has the right balance of other interpersonal traits, Bran is likely to be very skillful in expressing his/her ideas to staff, co-workers and/or clients. This will probably be sufficient for this behavioral competency.	9.8						
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Bran is moderately at ease and relaxed while working with only some tension. This will probably be sufficient for this behavioral competency.	5.8						
Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i> Narrative: Bran has only a very moderate tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a slightly negative impact on this behavioral competency.	4.1						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Bran moderately puts forward his/her own needs. This will probably be sufficient for this behavioral competency.	5.3						
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Bran tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	8.8						
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	4.3						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defers Decisions: <i>The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions</i> Narrative: Bran probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.	0.0						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Bran probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	0.4						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Bran probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i> Narrative: Bran probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Bran probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Bran probably does not have a significant degree of being blindly optimistic. This will probably NOT hinder this behavioral competency.	0.7						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						

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

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

ORGANIZATION
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Achievement Orientation

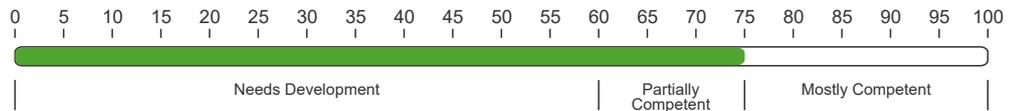
Consistently achieves objectives, accepts difficult challenges, seizes opportunities, and has a high level of energy and enthusiasm.

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

Overall Score

Bran scores 75 on Achievement Orientation which indicates Bran probably exhibits the expected behavior that fulfills this competency with only a small gap between his/her behavior and the ideal behavior for this competency.

Total Competency Percentage = 75%



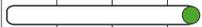
Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably have a slightly negative impact on this behavioral competency.	5.7											
Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Bran 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.	8.7											
Authoritative Collaboration: <i>The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process</i> Narrative: Bran has a moderate tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process. This will probably have a slightly negative impact on this behavioral competency.	6.3											

Essential traits <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact											
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
Effective Enforcing: <i>The tendency to skillfully correct others when they are violating rules or performing poorly</i> Narrative: Bran's interpersonal preferences and tendencies indicate he/she is quite likely to skillfully enforce rules. This will probably have a slightly positive impact on this behavioral competency.	8.2												
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Bran tends to be highly enthusiastic about his/her goals. If Bran's goals are in alignment with the organization's objectives, he/she will probably have a very strong drive to achieve those objectives. This will probably have a positive impact on this behavioral competency.	10.0												
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Bran is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.	8.7												
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably have a slightly positive impact on this behavioral competency.	7.9												
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Bran is motivated by challenging tasks or projects. Bran will prefer an employer who is able to offer challenging work. His/ Her strong drive for achievement will probably be a good example for others. This will probably have a slightly positive impact on this behavioral competency.	8.4												

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Bran moderately enjoys analyzing the potential difficulties of plans and strategies and probably has a moderate tendency to do so. Therefore, it would be best if he/she were to receive other input before making important strategic decisions This will probably be sufficient for this behavioral competency.</p>	6.4						
<p>Assertive: <i>The tendency to put forward personal wants and needs</i></p> <p>Narrative: Bran moderately puts forward his/her own needs. This will probably be sufficient for this behavioral competency.</p>	5.3						
<p>Collaborative: <i>The tendency to collaborate with others when making decisions</i></p> <p>Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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 slightly negative impact on this behavioral competency.</p>	3.8						
<p>Diplomatic: <i>The tendency to state things in a tactful manner</i></p> <p>Narrative: Bran is fairly capable of being tactful and usually tends to state things in a diplomatic manner. This will probably be sufficient for this behavioral competency.</p>	7.3						
<p>Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i></p> <p>Narrative: Bran usually enjoys enlisting the cooperation of others. This will probably be sufficient for this behavioral competency.</p>	6.9						
<p>Finance / business: <i>The interest in commerce or fiscal management</i></p> <p>Narrative: Bran is extremely interested in business or finance. This will probably be sufficient for this behavioral competency.</p>	10.0						
<p>Influencing: <i>The tendency to try to persuade others</i></p> <p>Narrative: Bran has a strong need to persuade or influence others. Assuming he/she has the right balance of other interpersonal traits, Bran is likely to be very skillful in expressing his/her ideas to staff, co-workers and/or clients. This will probably be sufficient for this behavioral competency.</p>	9.8						

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Bran's interpersonal preferences and tendencies he/she is probably very skillful when interacting with others. This will probably be sufficient for this behavioral competency.	8.6						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Bran enjoys planning and probably tends to do it reasonably often. This will probably be sufficient for this behavioral competency.	6.8						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Bran prefers to have very little pressure of deadlines and tight schedules. This will probably have a somewhat negative impact on this behavioral competency.	3.2						
Tempo: <i>The enjoyment of work that needs to be done quickly</i> Narrative: Bran likes to work at a somewhat unhurried pace and prefers not to have to do work that requires a rapid pace. This will probably have a slightly negative impact on this behavioral competency.	4.0						
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Bran moderately enjoys work that requires being systematic and tends to be moderately systematic. This will probably be sufficient for this behavioral competency.	6.3						
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Bran tends to be only moderately well organized. This will probably be sufficient for this behavioral competency.	5.3						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Non-Finishing: <i>The tendency to experiment with different things without sufficiently persisting in a single direction</i> Narrative: Bran probably has no significant tendency to experiment with different things without sufficiently persisting in a single direction. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Bran probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Bran probably does not have a significant degree of being blindly optimistic. This will probably NOT hinder this behavioral competency.	0.7						
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Bran probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	0.0						
Precise But Slow: <i>The tendency to be exact or precise without being sufficiently productive</i> Narrative: Bran probably has only a very slight tendency to focus on details to the extent of slowing productivity. This will probably NOT hinder this behavioral competency.	2.1						
Scattered: <i>The tendency to adapt to change without remaining sufficiently organized</i> Narrative: Bran has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.	3.5						
Tranquil Inertia: <i>The tendency to be relaxed and easy-going without being sufficiently self-motivated</i> Narrative: Bran probably has no significant tendency to be relaxed and easy-going without being sufficiently self-motivated. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i> Narrative: Bran probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.	0.0						

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

ORGANIZATION
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Impact and Influence

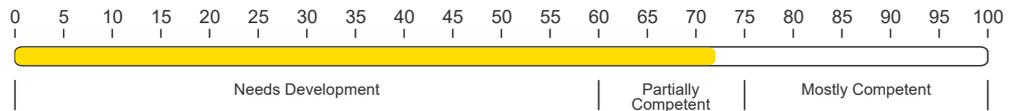
Influences others to achieve goals, enlists their cooperation, appeals to their interests, builds trust, and negotiates mutually beneficial and sustainable agreements.

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

Overall Score

Bran scores 72 on Impact and Influence which indicates Bran probably has a moderate gap between his/her behavior and the requirements for this competency which indicates a potential for improvement.

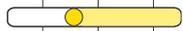
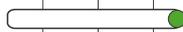
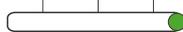
Total Competency Percentage = 72%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Bran usually enjoys enlisting the cooperation of others. This will probably be sufficient for this behavioral competency.	6.9											
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Bran tends to be highly enthusiastic about his/her goals. If Bran's goals are in alignment with the organization's objectives, he/she will probably have a very strong drive to achieve those objectives. This will probably have a positive impact on this behavioral competency.	10.0											
Forthright Diplomacy: <i>The tendency to be forthright and respectful at the same time</i> Narrative: Bran has a reasonable degree of tendency to be forthright and respectful at the same time. This will probably be sufficient for this behavioral competency.	6.5											

Essential traits <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Healthy Self-Esteem: <i>The tendency to accept oneself while at the same time trying to improve oneself</i> Narrative: Bran has a very strong tendency to accept oneself while at the same time trying to improve oneself. This will probably have a somewhat positive impact on this behavioral competency.	9.3													
Influencing: <i>The tendency to try to persuade others</i> Narrative: Bran has a strong need to persuade or influence others. Assuming he/she has the right balance of other interpersonal traits, Bran is likely to be very skillful in expressing his/her ideas to staff, co-workers and/or clients. This will probably have a positive impact on this behavioral competency.	9.8													
Mutual Help: <i>The tendency to pursue solutions that are beneficial to all parties concerned</i> Narrative: Bran has a moderate tendency to pursue solutions that are beneficial to all parties concerned. This will probably have a slightly negative impact on this behavioral competency.	5.9													
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	7.1													
Public Speaking: <i>The enjoyment of presenting or articulating information to groups of people</i> Narrative: Bran generally enjoys making presentations to groups and is probably reasonably comfortable doing so. This will probably be sufficient for this behavioral competency.	6.5													
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Bran is motivated by challenging tasks or projects. Bran will prefer an employer who is able to offer challenging work. His/ Her strong drive for achievement will probably be a good example for others. This will probably have a slightly positive impact on this behavioral competency.	8.4													

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Cause Motivated: <i>The tendency to be motivated to help society</i> Narrative: Undertaking work that benefits others/society is quite important to Bran. Find out what Bran'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.	8.1						
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Bran may often question if his/her own opinions are correct. This will probably have a slightly negative impact on this behavioral competency.	3.9						
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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 slightly negative impact on this behavioral competency.	3.8						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Bran is moderately able to manage stress. This will probably be sufficient for this behavioral competency.	4.8						
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably have a slightly negative impact on this behavioral competency.	4.3						
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Bran tends to be only moderately well organized. This will probably be sufficient for this behavioral competency.	5.3						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Bran enjoys planning and probably tends to do it reasonably often. This will probably be sufficient for this behavioral competency.	6.8						

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Bran prefers to have very little pressure of deadlines and tight schedules. This will probably have a somewhat negative impact on this behavioral competency.	3.2						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Bran is extremely 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.	9.9						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Bran is fairly interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	6.7						
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Bran has an extremely strong desire to be in a leadership position. He/She has a very strong drive to take charge. This will probably be sufficient for this behavioral competency.	9.5						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Bran very often expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	8.8						
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Bran tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.7						
Handles Conflict: <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Bran's preferences indicate that he/she is probably moderately effective at handling conflict. This will probably be sufficient for this behavioral competency.	7.2						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Bran probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Bran probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Bran probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Bran probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	0.4						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Bran probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Tranquil Inertia: <i>The tendency to be relaxed and easy-going without being sufficiently self-motivated</i> Narrative: Bran probably has no significant tendency to be relaxed and easy-going without being sufficiently self-motivated. This will probably NOT hinder this behavioral competency.	0.0						
Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i> Narrative: Bran probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.	0.0						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Bran probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Bran probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Bran probably has only a very slight tendency to be evasive when communicating rather than saying what he/she really thinks. This will probably NOT hinder this behavioral competency.	1.7						

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

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Innovation

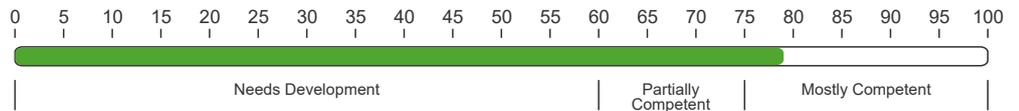
Experiments with different ways to improve processes, efficiency, and/or effectiveness while maintaining focus on the desired objective or result.

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

Overall Score

Bran scores 79 on Innovation which indicates Bran probably exhibits the expected behavior that fulfills this competency with only a small gap between his/her behavior and the ideal behavior for this competency.

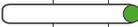
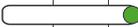
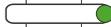
Total Competency Percentage = 79%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably have a slightly negative impact on this behavioral competency.	5.7											
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Bran tends to be highly enthusiastic about his/her goals. If Bran's goals are in alignment with the organization's objectives, he/she will probably have a very strong drive to achieve those objectives. This will probably have a positive impact on this behavioral competency.	10.0											
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Bran enjoys trying new things and often experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.5											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably have a somewhat negative impact on this behavioral competency.	4.3												
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Bran is very determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.	8.7												
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Bran very much enjoys researching and learning new information. This will probably have a somewhat positive impact on this behavioral competency.	9.0												
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably have a slightly positive impact on this behavioral competency.	7.9												
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	7.1												
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Bran tends to be only moderately well organized. This will probably be sufficient for this behavioral competency.	5.3												

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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.	3.8							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0							
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Bran probably has a tendency to make decisions without sufficiently collaborating. Bran may minimize buy-in and participation from others as well as reduce the effectiveness of his/her decisions as a result of insufficiently collaborating with others. This will probably have a slightly negative impact on this behavioral competency.	4.9							
Scattered: <i>The tendency to adapt to change without remaining sufficiently organized</i> Narrative: Bran has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.	3.5							
Rigidly Disorganized: <i>The tendency to lack organization as well as adaptability</i> Narrative: Bran probably has no significant tendency to lack organization as well as adaptability. This will probably NOT hinder this behavioral competency.	0.0							
Rigidly Meticulous: <i>The tendency to focus on details without sufficiently adapting to change</i> Narrative: Bran probably does not have a significant degree of being rigid related to details and precision. This will probably NOT hinder this behavioral competency.	0.0							

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Rigidly Organized: <i>The tendency to be organized without sufficiently adapting to change</i> Narrative: Bran probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.	0.0						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Bran probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Bran probably does not have a significant degree of being blindly optimistic. This will probably NOT hinder this behavioral competency.	0.7						
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Bran probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	0.0						

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

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Leading People

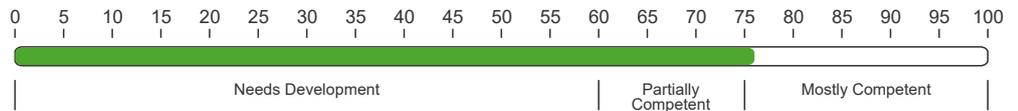
Takes responsibility to achieve the organization’s mission, provides clear direction, promotes team participation and cooperation, and accepts decision-making authority.

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

Overall Score

Bran scores 76 on Leading People which indicates Bran probably exhibits the expected behavior that fulfills this competency with only a small gap between his/her behavior and the ideal behavior for this competency.

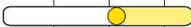
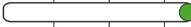
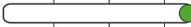
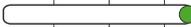
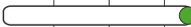
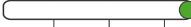
Total Competency Percentage = 76%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably have a slightly negative impact on this behavioral competency.	5.7											
Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Bran 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.	8.7											
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Bran usually enjoys enlisting the cooperation of others. This will probably be sufficient for this behavioral competency.	6.9											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Influencing: <i>The tendency to try to persuade others</i> Narrative: Bran has a strong need to persuade or influence others. Assuming he/she has the right balance of other interpersonal traits, Bran is likely to be very skillful in expressing his/her ideas to staff, co-workers and/or clients. This will probably have a positive impact on this behavioral competency.		9.8											
Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Bran's interpersonal preferences and tendencies he/she is probably very skillful when interacting with others. This will probably have a somewhat positive impact on this behavioral competency.		8.6											
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Bran has an extremely strong desire to be in a leadership position. He/She has a very strong drive to take charge. This will probably have a positive impact on this behavioral competency.		9.5											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably have a slightly negative impact on this behavioral competency.		4.3											
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		7.1											
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Bran tends to be only moderately well organized. This will probably be sufficient for this behavioral competency.		5.3											

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Bran enjoys planning and probably tends to do it reasonably often. This will probably be sufficient for this behavioral competency.	6.8						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Bran prefers to have very little pressure of deadlines and tight schedules. This will probably have a somewhat negative impact on this behavioral competency.	3.2						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Bran is extremely 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.	9.9						
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably be sufficient for this behavioral competency.	7.9						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Bran is fairly interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	6.7						
Team: <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Bran only moderately enjoys working in a team. This will probably be sufficient for this behavioral competency.	5.4						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Bran very often expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	8.8						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Bran probably has a tendency to make decisions without sufficiently collaborating. Bran may minimize buy-in and participation from others as well as reduce the effectiveness of his/her decisions as a result of insufficiently collaborating with others. This will probably have a slightly negative impact on this behavioral competency.	4.9						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Bran probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Bran probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Bran probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Bran probably has a slight tendency to be permissive. Bran may be a little lenient with subordinates regarding following the rules or performing to their potential. This will probably NOT hinder this behavioral competency.	3.3						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Bran probably has only a very slight tendency to be evasive when communicating rather than saying what he/she really thinks. This will probably NOT hinder this behavioral competency.	1.7						

REPORT FOR
Bran Tafadzwa

DATE OF COMPLETION
24/11/2024

RELIABILITY - 95.0%
Answers were very likely accurate and truthful

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Strategic Thinking

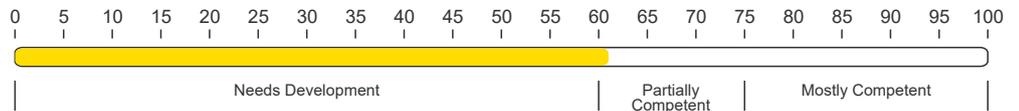
Creates effective strategies and long-term plans that seize opportunities, anticipates emerging issues and risks, draws from previous experiences, explores industry information, and collaborates with the right individuals.

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

Overall Score

Bran scores 61 on Strategic Thinking which indicates Bran probably has a moderate gap between his/her behavior and the requirements for this competency which indicates a potential for improvement.

Total Competency Percentage = 61%



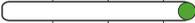
Essential traits <i>(in order of importance)</i>	Bran's Score	Negative Impact < > Positive Impact											
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Bran moderately enjoys analyzing problems and decisions. This will probably have a slightly negative impact on this behavioral competency.	5.7												
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Bran moderately enjoys analyzing the potential difficulties of plans and strategies and probably has a moderate tendency to do so. Therefore, it would be best if he/she were to receive other input before making important strategic decisions This will probably have a slightly negative impact on this behavioral competency.	6.4												

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Bran usually prefers not to have to collaborate with others when making decisions and probably tends not to do so. If Bran 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.		3.8											
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Bran enjoys planning and probably tends to do it reasonably often. This will probably be sufficient for this behavioral competency.		6.8											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Bran very much enjoys researching and learning new information. This will probably have a somewhat positive impact on this behavioral competency.		9.0											
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Bran moderately enjoys work that requires being systematic and tends to be moderately systematic. This will probably have a slightly negative impact on this behavioral competency.		6.3											
Truth Exploring: <i>The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions</i> Narrative: Bran has only a very moderate tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions. This will probably have a somewhat negative impact on this behavioral competency.		4.1											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Bran enjoys trying new things and often experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.		7.5											

Desirable traits <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Bran uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.	6.5						
Numerical: <i>The enjoyment of counting, calculating, or analyzing quantities using mathematics</i> Narrative: Bran would prefer not to have to work with numbers as part of his/her work. This will probably have a slightly negative impact on this behavioral competency.	3.8						
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Bran is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.	8.7						
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Bran has a strong intention to improve himself/herself. This will probably be sufficient for this behavioral competency.	8.7						
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Bran often tends to take initiative. This initiative will help him/her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Bran's initiative in an appropriate direction. This will probably be sufficient for this behavioral competency.	7.9						
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Bran tends to be generally optimistic and cheerful. Bran's positive attitude will be somewhat beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	7.1						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Bran prefers to have very little pressure of deadlines and tight schedules. This will probably have a slightly negative impact on this behavioral competency.	3.2						

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Bran probably does not often enjoy reflecting on different ideas and opinions. This will probably be sufficient for this behavioral competency.	4.3							
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Bran is moderately at ease and relaxed while working with only some tension. This will probably be sufficient for this behavioral competency.	5.8							
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Bran is extremely 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.	9.9							
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Bran may often question if his/her own opinions are correct. This will probably be sufficient for this behavioral competency.	3.9							
Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Bran's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Bran probably does not have a significant degree of being blindly optimistic. This will probably NOT hinder this behavioral competency.	0.7							
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Bran probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	0.0							

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Bran probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	1.2						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Bran probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Fast But Imprecise: <i>The tendency to work quickly without sufficient attention to detail or accuracy</i> Narrative: Bran probably does not have a significant degree of being fast but imprecise. This will probably NOT hinder this behavioral competency.	0.0						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Bran probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i> Narrative: Bran probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.	0.0						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Bran probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. This will probably NOT hinder this behavioral competency.	0.0						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Bran probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	0.4						

Traits to avoid <i>(in order of importance)</i>	Bran's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Precise But Slow: <i>The tendency to be exact or precise without being sufficiently productive</i> Narrative: Bran probably has only a very slight tendency to focus on details to the extent of slowing productivity. This will probably NOT hinder this behavioral competency.	2.1						
Careless Pessimism: <i>The tendency to be pessimistic about outcomes while at the same time neglect careful analysis of emerging difficulties or threats</i> Narrative: Bran probably has no significant tendency to take risks while at the same time believing that the future is bleak. This will probably NOT hinder this behavioral competency.	0.0			