

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

Your Role, Interactions, and Current Issues

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

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

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

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

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

What Harrison Measures

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

Enjoyment Performance Theory



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

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

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

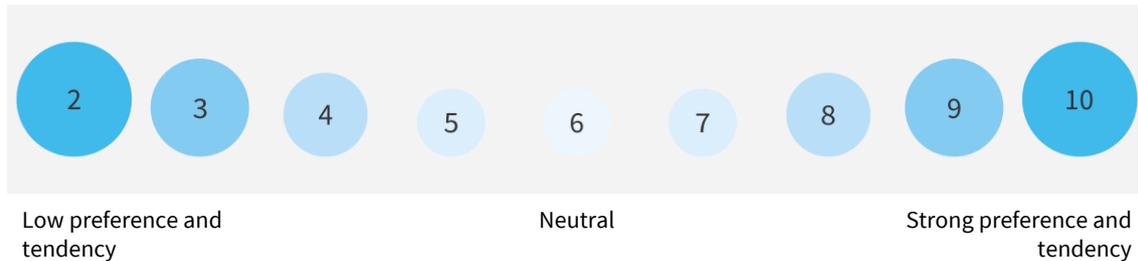
This elicits negative feedback or a sense of dissatisfaction, which reinforces dislike and avoidance. The cycle repeats.

Focus on Trait Definitions

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

The Harrison Measurement Scale

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



Reliability

How do we know your answers on the questionnaire are reliable? The Harrison technology compares your answers to determine reliability. Your reliability percentage is 92.4 indicating that your answers were truthful, self-aware, and you were paying attention.

Highlighted Traits Relate to Your Job

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

REPORT FOR

Elin Kentarō

DATE OF COMPLETION

10/12/2024

RELIABILITY - 92.4%

Answers were very likely accurate and truthful

ORGANIZATION

LSF Global

VIEW INSTRUCTIONAL VIDEO

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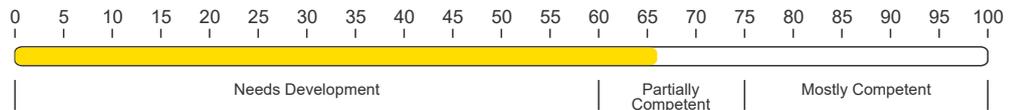
Remote Leadership Summary Overview

This overview shows how the employee scores for each behavioral competency within the Remote Leadership set.

Overall Score

Elin scores 66 against the Remote Leadership competency set. This indicates a need for development for some of the competencies below.

Total Competency Percentage = 66%



Competencies <i>(in order of importance)</i>	Importance	Score	0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100									
			Needs Development					Partially Competent		Mostly Competent		
Managing Remote Productivity: <i>Effectively guides the productivity of remote workers by taking initiative embracing challenges, setting clear goals, clarifying priorities, planning, and persisting through obstacles. Makes timely and mindful decisions and holds remote workers accountable for productivity.</i>	Extremely Essential	81%										
Managing Remote Communication: <i>Effectively influences and collaborates with employees who work remotely. Is constructive and positive when communicating. Effectively guides and coaches from a distance. Is objective when exploring issues and receptive to other's views. Is straightforward and respectful.</i>	Extremely Essential	51%										

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Managing Remote Productivity

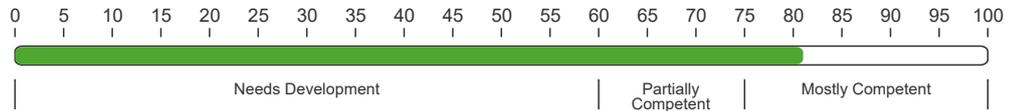
Effectively guides the productivity of remote workers by taking initiative embracing challenges, setting clear goals, clarifying priorities, planning, and persisting through obstacles. Makes timely and mindful decisions and holds remote workers accountable for productivity.

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

Overall Score

Elin scores 81 on Managing Remote Productivity which indicates Elin 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 = 81%



Essential traits <i>(in order of importance)</i>	Elin's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<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: Elin frequently tends to take a great deal of initiative. This initiative will help him/her to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a positive impact on this behavioral competency.</p>	9.8											
<p>Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i></p> <p>Narrative: Elin is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.</p>	7.1											

Essential traits <i>(in order of importance)</i>	Elin's Score	Negative Impact < > Positive Impact																			
		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: Elin has a very strong desire to have decision-making authority and is extremely willing to accept responsibility. This will probably have a positive impact on this behavioral competency.	9.8																				
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Elin tends to be fairly enthusiastic about his/her goals. If Elin's goals are in alignment with the organization's objectives, he/she will generally have a reasonable drive to achieve those objectives. This will probably be sufficient for this behavioral competency.	7.2																				
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Elin is extremely determined and perseveres with a task despite many obstacles. This will probably have a somewhat positive impact on this behavioral competency.	9.5																				
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Elin 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.	9.9																				
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Elin has a very strong tendency to analyze the potential difficulties of plans and strategies. Therefore, Elin is likely to be extremely mindful when it comes to making strategic decisions. This will probably have a somewhat positive impact on this behavioral competency.	9.7																				
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Elin tends to be very well organized. This will probably have a slightly positive impact on this behavioral competency.	8.8																				
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Elin moderately enjoys analyzing problems and decisions. This will probably be sufficient for this behavioral competency.	5.9																				

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Elin's Score	Very strong	Strong	Substantial	Moderate	Slight
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Elin moderately puts forward his/her own needs. This will probably be sufficient for this behavioral competency.	6.4						
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Elin may often question if his/her own opinions are correct. This will probably have a somewhat negative impact on this behavioral competency.	3.5						
Enforcing: <i>The tendency to insist upon necessary rules being followed</i> Narrative: Elin is extremely willing to enforce necessary rules. This will probably be sufficient for this behavioral competency.	9.9						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Elin is generally able to manage stress. This will probably be sufficient for this behavioral competency.	6.1						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Elin enjoys planning and probably tends to do it often. This will probably be sufficient for this behavioral competency.	8.4						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Elin is likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	7.8						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Elin's Score	Very strong	Strong	Substantial	Moderate	Slight
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Elin probably does not have a significant degree of permissiveness. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Elin's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Elin probably has a tendency to make decisions without sufficiently collaborating. Elin 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.	4.5						
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: Elin probably does not have a significant degree of being blindly optimistic. 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: Elin probably has a very strong tendency to be harsh or overly strict. This tendency may unnecessarily cause resentment. This will probably have a negative impact on this behavioral competency.	6.6						
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Elin probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	0.0						
Scattered: <i>The tendency to adapt to change without remaining sufficiently organized</i> Narrative: Elin probably has no significant tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.	0.0						

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Managing Remote Communication

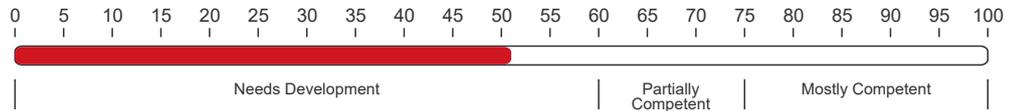
Effectively influences and collaborates with employees who work remotely. Is constructive and positive when communicating. Effectively guides and coaches from a distance. Is objective when exploring issues and receptive to other's views. Is straightforward and respectful.

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

Overall Score

Elin scores 51 on Managing Remote Communication which indicates Elin probably has a large gap between his/her behavior and the requirements for this competency which is likely to have some negative impact on job performance.

Total Competency Percentage = 51%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Elin's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Collaborative: <i>The tendency to collaborate with others when making decisions</i></p> <p>Narrative: Elin only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Elin is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.</p>	5.4											
<p>Influencing: <i>The tendency to try to persuade others</i></p> <p>Narrative: Elin has a moderate tendency to persuade or influence others. Although Elin may not shy away from trying to influence staff, co-workers and clients, it is probably not his/her first choice in activities. This will probably have a slightly negative impact on this behavioral competency.</p>	5.8											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Elin's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Elin 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.		9.9											
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Elin moderately enjoys analyzing problems and decisions. This will probably have a slightly negative impact on this behavioral competency.		5.9											
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Elin only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.		5.0											
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Elin moderately enjoys reflecting on different ideas and opinions. 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: Elin may tend to be pessimistic or cynical. This could easily hinder the morale of staff and co-workers. This will probably have a somewhat negative impact on this behavioral competency.		3.4											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Elin's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Elin moderately puts forward his/her own needs. This will probably be sufficient for this behavioral competency.		6.4											
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Elin 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.		7.1											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Elin's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i></p> <p>Narrative: Elin tends to be fairly helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.</p>	6.8						
<p>Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i></p> <p>Narrative: Elin is quite self-accepting. This will probably be sufficient for this behavioral competency.</p>	7.7						
<p>Stress Management: <i>The tendency to be relaxed while at the same time managing stress well when it occurs</i></p> <p>Narrative: Elin has only a moderate tendency to be relaxed while at the same time managing stress well when it occurs. This will probably be sufficient for this behavioral competency.</p>	5.3						
<p>Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i></p> <p>Narrative: Elin may be very sparing in expressing warmth and empathy. This will probably have a somewhat negative impact on this behavioral competency.</p>	3.3						
<p>Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i></p> <p>Narrative: Elin is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.</p>	7.3						
<p>Teaching: <i>The enjoyment of instructing, training, or educating others</i></p> <p>Narrative: Elin has little interest in teaching or instructing others. This will probably be sufficient for this behavioral competency.</p>	4.2						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Elin's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i></p> <p>Narrative: Elin probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.</p>	0.3						

Traits to avoid <i>(in order of importance)</i>	Elin's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i></p> <p>Narrative: Elin probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.</p>	0.2						
<p>Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i></p> <p>Narrative: Elin probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i></p> <p>Narrative: Elin probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Evasive: <i>The tendency to be tactful without being sufficiently direct</i></p> <p>Narrative: Elin probably does not have a significant degree of being evasive. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i></p> <p>Narrative: Elin probably has a very strong tendency to be harsh or overly strict. This tendency may unnecessarily cause resentment. This will probably have a negative impact on this behavioral competency.</p>	6.6						
<p>Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i></p> <p>Narrative: Elin probably has a slight tendency to push for his/her own needs without sufficiently building affinity with others. This will probably NOT hinder this behavioral competency.</p>	3.1						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>Narrative: Elin probably does not have a significant degree of permissiveness. This will probably NOT hinder this behavioral competency.</p>	0.0						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Elin's Score	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: Elin 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: Elin probably has a slight tendency to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	2.5						
Cool Permissiveness: <i>The tendency to lack warmth while at the same time avoiding enforcing necessary rules</i> Narrative: Elin probably has no significant tendency to lack warmth while at the same time avoiding enforcing necessary rules. This will probably NOT hinder this behavioral competency.	0.0						