

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

Your Role, Interactions, and Current Issues

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

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

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

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

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

What Harrison Measures

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

Enjoyment Performance Theory



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

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

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

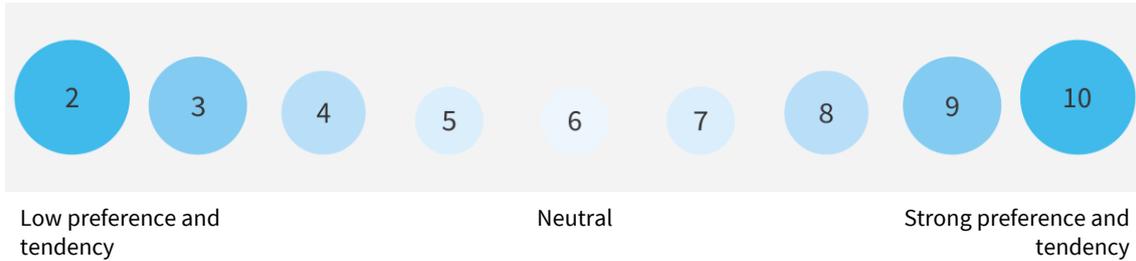
This elicits negative feedback or a sense of dissatisfaction, which reinforces dislike and avoidance. The cycle repeats.

Focus on Trait Definitions

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

The Harrison Measurement Scale

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



Reliability

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

Highlighted Traits Relate to Your Job

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

REPORT FOR

Andrew Jones

DATE OF COMPLETION

20/04/2024

RELIABILITY - 99.2%

Answers were very likely accurate and truthful

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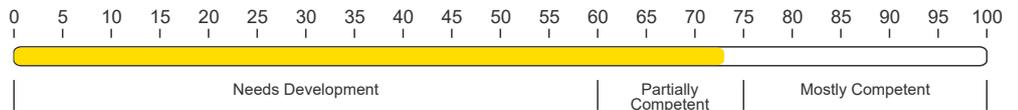
Emotional Intelligence Summary Overview

This overview shows how the employee scores for each behavioral competency within the Emotional Intelligence set.

Overall Score

Andrew scores 73 against the Emotional Intelligence competency set. This indicates a need for development for some of the competencies below.

Total Competency Percentage = 73%



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									
Knowing Oneself: <i>Admits mistakes, manages stress and pressure, is open to feedback from others, and reflects on self-improvement efforts while at the same time is self-accepting.</i>	Essential	84%	[Progress bar: 84% in green]													
Self-Motivation and Self-Management: <i>Strives to achieve excellence; takes action to benefit from opportunities; has a positive mindset to pursue challenging goals; is adaptive to change while staying focused on the intended results.</i>	Essential	61%	[Progress bar: 61% in yellow]													
Social Awareness and Service Orientation: <i>Relates to others with empathy and caring; is able to achieve win-win outcomes through a balance of assertiveness and helpfulness; enjoys contributing to the good of the whole; anticipates customer needs; takes actions in service of the success of the organization.</i>	Essential	93%	[Progress bar: 93% in green]													
Relationship Leadership: <i>Influences, inspires and guides others to develop their collaboration skills and teamwork; manages interpersonal conflict in order to increase productivity, trust, and group synergy.</i>	Essential	55%	[Progress bar: 55% in red]													

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Answers were very likely accurate and truthful

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Knowing Oneself

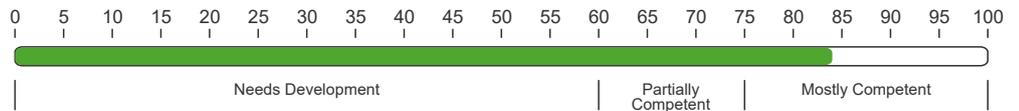
Admits mistakes, manages stress and pressure, is open to feedback from others, and reflects on self-improvement efforts while at the same time is self-accepting.

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

Overall Score

Andrew scores 84 on Knowing Oneself which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

Total Competency Percentage = 84%



Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably have a slightly positive impact on this behavioral competency.	7.0											
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.	6.6											
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably have a positive impact on this behavioral competency.	8.2											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.	6.8						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.	4.5						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	9.7						
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency.	10.0						
Relaxed: <i>The tendency to feel at ease or calm while working</i> Narrative: Andrew is probably only moderately relaxed while working and may at times be a little tense. This will probably be sufficient for this behavioral competency.	5.2						
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Self-Critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i> Narrative: Andrew probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.	0.0						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.	0.0						
Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. This will probably NOT hinder this behavioral competency.	0.0						

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Answers were very likely accurate and truthful

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Self-Motivation and Self-Management

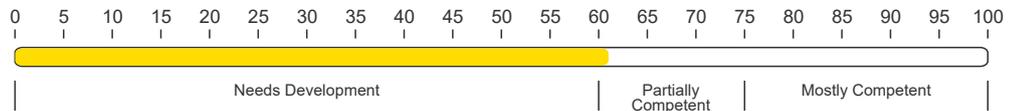
Strives to achieve excellence; takes action to benefit from opportunities; has a positive mindset to pursue challenging goals; is adaptive to change while staying focused on the intended results.

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

Overall Score

Andrew scores 61 on Self-Motivation and Self-Management which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

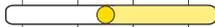
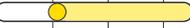
Total Competency Percentage = 61%



Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a negative impact on this behavioral competency.</p>	3.8											
<p>Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i></p> <p>Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a slightly positive impact on this behavioral competency.</p>	8.2											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably have a positive impact on this behavioral competency.		9.5											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.		8.7											
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a positive impact on this behavioral competency.		9.4											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.		7.7											
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.		8.6											
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a somewhat negative impact on this behavioral competency.		3.4											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Wants Development: <i>The desire to have work opportunities to learn new skills or increase abilities</i></p> <p>Narrative: Andrew has a very strong desire to have work opportunities to learn new skills or increase abilities. This will probably be sufficient for this behavioral competency.</p>	9.0						
<p>Organized: <i>The tendency to place and maintain order in an environment or situation</i></p> <p>Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably be sufficient for this behavioral competency.</p>	3.9						
<p>Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i></p> <p>Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary This will probably be sufficient for this behavioral competency.</p>	4.7						
<p>Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i></p> <p>Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably be sufficient for this behavioral competency.</p>	4.1						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Rebellious Autonomy: <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i></p> <p>Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.</p>	0.9						
<p>Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i></p> <p>Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. This will probably have a somewhat negative impact on this behavioral competency.</p>	5.4						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Self-Sacrificing: <i>The tendency to respond to others' needs without sufficiently expressing one's own needs</i> Narrative: Andrew probably has a tendency give up his own needs while trying to help others. As a result of giving up his own needs, Andrew may not be able to assert the needs of the company for which he is responsible. This will probably have a somewhat negative impact on this behavioral competency.	5.0						
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. This will probably have a somewhat negative impact on this behavioral competency.	5.7						

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a very positive impact on this behavioral competency.		8.7											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.		7.5											
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.		8.6											
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably be sufficient for this behavioral competency.		8.2											
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.		8.6											
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably be sufficient for this behavioral competency.		9.2											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency.	6.4						
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	7.7						
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.	7.1						
Handles Conflict: <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.	8.7						
Judgment (strategic): <i>The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy</i> Narrative: Andrew's preferences and tendencies indicate that he probably is extremely lacking in strategic decision judgment. This will probably have a negative impact on this behavioral competency.	2.1						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	5.8						
Self-Acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		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: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.	0.0						
Rigidly Organized: <i>The tendency to be organized without sufficiently adapting to change</i> Narrative: Andrew probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.	0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						

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Answers were very likely accurate and truthful

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Relationship Leadership

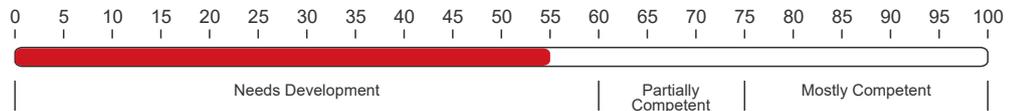
Influences, inspires and guides others to develop their collaboration skills and teamwork; manages interpersonal conflict in order to increase productivity, trust, and group synergy.

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

Overall Score

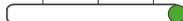
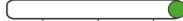
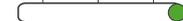
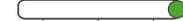
Andrew scores 55 on Relationship Leadership which indicates Andrew probably has a large gap between his behavior and the requirements for this competency which is likely to have some negative impact on job performance.

Total Competency Percentage = 55%



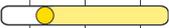
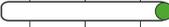
Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably have a slightly positive impact on this behavioral competency.	8.1											
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a somewhat negative impact on this behavioral competency.	3.8											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
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: Andrew has a reasonable degree of tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process. This will probably be sufficient for this behavioral competency.		6.7											
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.		4.7											
Effective Enforcing: <i>The tendency to skillfully correct others when they are violating rules or performing poorly</i> Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. This will probably have a somewhat negative impact on this behavioral competency.		5.0											
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.		5.0											
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably have a somewhat positive impact on this behavioral competency.		9.2											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.		8.6											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.	7.1						
Handles Conflict: <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.	8.7						
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.	8.6						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably be sufficient for this behavioral competency.	4.7						
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency.	6.4						
Negotiating: <i>The tendency to bargain in order to reach a beneficial agreement</i> Narrative: Andrew's interpersonal preferences and tendencies indicate he probably has only a moderate level of negotiating skills. This will probably be sufficient for this behavioral competency.	6.3						
Provides Direction: <i>The tendency to provide others with clear direction or guidance</i> Narrative: Andrew has a very strong tendency to provide others with clear direction or guidance. This will probably be sufficient for this behavioral competency.	9.0						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably be sufficient for this behavioral competency.	3.9						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	9.7						
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency.	10.0						
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a slightly negative impact on this behavioral competency.	3.4						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Andrew is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	5.8						
Risking: <i>The tendency to feel comfortable with business ventures that involve uncertainty</i> Narrative: Andrew is very willing to take business risks. This will probably be sufficient for this behavioral competency.	9.2						
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	7.8						

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

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. This will probably have a somewhat negative impact on this behavioral competency.	6.8						
Rebellious Autonomy: <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i> Narrative: Andrew probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.	0.9						
Skeptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Andrew probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	0.0						