

This introduction enables you to better understand how to get the most from your Harrison Reports.

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 potential derailers.

Enjoyment Performance Theory - The first of two Harrison Theories



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, reinforcing our 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, reinforcing our dislike to be an 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.

REPORT FOR
 Andrew Jones

DATE OF COMPLETION
 04/19/2019

RELIABILITY - 99.2%
 Answers were very likely
 accurate and truthful

ORGANIZATION
 Assess Develop Evolve



How Ready Are You to Lead a Healthy Team?

The best leaders know a successful team is made when focus, care, attention and development are directed to its members. How ready are you to develop and lead a healthy team? As a leader, becoming self-aware of your own strengths and challenges is the first step to ensuring your team functions at its highest and healthiest.

This report identifies the specific factors related to How Ready Are You to Lead a Healthy Team? and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																			
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong									
Self-improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably have a slightly negative impact on this behavioral competency.	6.6																				
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 have a somewhat positive impact on this behavioral competency.	8.6																				
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.	5.0																				
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably have a slightly positive impact on this behavioral competency.	8.2																				

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: How Ready Are You to Lead
 a Healthy Team? #AS105-C001 v06/23/2020

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably have a positive impact on this behavioral competency.	9.9												
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												
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably have a positive impact on this behavioral competency.	9.9												
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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 be sufficient for this behavioral competency.	4.7												
Comfort With Conflict: <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Andrew is only moderately comfortable with conflict. This will probably be sufficient for this behavioral competency.	5.4												

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: How Ready Are You to Lead
 a Healthy Team? #AS105-C001 v06/23/2020

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Compassionate Enforcing: <i>The tendency to enforce necessary rules with compassion</i> Narrative: Andrew has a reasonable degree of tendency to enforce necessary rules with compassion. This will probably be sufficient for this behavioral competency.	6.5						
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably be sufficient for this behavioral competency.	8.6						
Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.	8.7						
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 be sufficient for this behavioral competency.	9.4						
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						
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						

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: How Ready Are You to Lead
 a Healthy Team? #AS105-C001 v06/23/2020

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Cause Motivated: <i>The tendency to be motivated to help society</i> Narrative: Undertaking work that benefits others/society is very important to Andrew. Find out what Andrew's causes are in order to determine if they are consistent with the causes related to this position. This will probably be sufficient for this behavioral competency.	9.1						
Mutual Help: <i>The tendency to pursue solutions that are beneficial to all parties concerned</i> Narrative: Andrew has a reasonable degree of tendency to pursue solutions that are beneficial to all parties concerned. This will probably be sufficient for this behavioral competency.	7.4						
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						
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						
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						
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						
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						

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: How Ready Are You to Lead
 a Healthy Team? #AS105-C001 v06/23/2020

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
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							
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably be sufficient for this behavioral competency.	8.1							
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Andrew enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.	9.2							
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							
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>		Negative Impact <						
		Andrew's Score	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							

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: How Ready Are You to Lead
 a Healthy Team? #AS105-C001 v06/23/2020

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						
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						
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						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.	1.5						
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						
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 slightly negative impact on this behavioral competency.	6.8						