

Report for
Andrew Jones

Date of completion 04/19/2019



Behavioral Competency Analysis



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.

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DATE OF COMPLETION
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RELIABILITY - 99.2%
 Answers were very likely accurate and truthful

ORGANIZATION
 AssessDevelopEvolve.com



The Three Virtues of Teams (Source: Lencioni) Package

Ideal team players have humility. (Source: The Ideal Team Player, Lencioni)

This report identifies the specific factors related to The Three Virtues of Teams (Source: Lencioni) Package 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									
HUMBLE (Source: Lencioni): <i>Ideal team players have humility. (Source: The Ideal Team Player, Lencioni)</i>	6.9																				
HUNGRY (Source: Lencioni): <i>Ideal team players are hungry. (Source: The Ideal Team Player, Lencioni)</i>	9.1																				
SMART (Source: Lencioni): <i>Ideal team players are people-smart (Source: The Ideal Team Player, Lencioni)</i>	4.9																				

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HUMBLE (Source: Lencioni)

Ideal team players have humility. (Source: The Ideal Team Player, Lencioni)

This report identifies the specific factors related to HUMBLE (Source: Lencioni) 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									
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 somewhat positive impact on this behavioral competency.	8.2																				
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																				
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 negative impact on this behavioral competency.	4.7																				

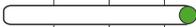
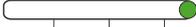
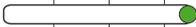
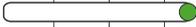
Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: HUMBLE (Source: Lencioni) #TA038-C030 v02/08/2018

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
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 be sufficient for this behavioral competency.	9.9						
Team: <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Andrew only moderately enjoys working in a team. This will probably have a slightly negative impact on this behavioral competency.	4.5						
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						
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						
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						
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						

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: HUMBLE (Source: Lencioni) #TA038-C030 v02/08/2018

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<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 NOT hinder this behavioral competency.</p>	3.9						
<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>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>Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p>	0.0						

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HUNGRY (Source: Lencioni)

Ideal team players are hungry. (Source: The Ideal Team Player, Lencioni)

This report identifies the specific factors related to HUNGRY (Source: Lencioni) 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
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 positive impact on this behavioral competency.	8.7											
Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a somewhat positive impact on this behavioral competency.	8.6											
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											

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
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 have a somewhat positive impact on this behavioral competency.	8.6											
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				
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 be sufficient for this behavioral competency.	9.5											
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											
Handles Autonomy: <i>The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)</i> Narrative: Assuming he has sufficient job-related knowledge, Andrew is very likely to take appropriate actions when given a significant amount of independence from supervision. This will probably be sufficient for this behavioral competency.	9.3											
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											

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i></p> <p>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.</p>	0.0						
<p>Defers Decisions: <i>The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions</i></p> <p>Narrative: Andrew probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Non-finishing: <i>The tendency to experiment with different things without sufficiently persisting in a single direction</i></p> <p>Narrative: Andrew probably has no significant tendency to experiment with different things without sufficiently persisting in a single direction. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i></p> <p>Narrative: Andrew probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.</p>	0.0						

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
Healthy Self-Esteem: <i>The tendency to accept oneself while at the same time trying to improve oneself</i> Narrative: Andrew has a reasonable degree of tendency to accept oneself while at the same time trying to improve oneself. This will probably be sufficient for this behavioral competency.	6.8						
Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.	6.6						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
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						
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> 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.	5.4						

Behavioral Competency Analysis

Report for Andrew Jones
 Compared to: SMART (Source: Lencioni) #TA038-C032 v02/08/2018

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
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			