Report for
Andrew Jones

Date of completion 04/19/2019

Development for Behavioral Competency

HARRISON
assessments

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Andrew Jones

DATE OF COMPLETION
04/19/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

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Introduction

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a trait very much. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

Development Area 1: Collaborative

You may tend to give only moderate importance to collaborating with others in the decision-making process. You may tend to be a little over-controlling with regard to making decisions.

Collaborating with others improves the quality of decisions as well as the implementation of decisions. Inviting the views of people from different functions and different perspectives will almost always provide valuable insight, significantly improving the quality of your decisions. Inviting input is not a sign that you lack confidence or are incapable of solving a problem. True confidence means you don't need to pretend to have all the answers. In addition, by verbalizing your own ideas you will clarify and improve them.

If you collaborate with the people who will be involved with implementing a decision, you will nearly always inspire greater cooperation and ownership of the decision. As people participate in the decision-making process, they feel respected and take greater responsibility when it comes to implementation. Without such collaboration, the implementers often blindly carry out orders they do not fully understand. If something unexpected should occur in the implementation process (which it almost always does) the person is often unable to determine how to overcome the obstacle. However, if the implementer was involved with the decision process, he/she is much more likely to be empowered with the knowledge necessary to proceed with minimum assistance.

Collaborating does not mean that you give up responsibility for making the decision. It is not a matter of taking a poll and finding what the majority wants to do. Rather, it is a matter of gathering all the important views, assessing the situation, and then making what you think is the best decision.

Exercise - Developing collaboration

Step 1 - What important decisions you need to make in the near future?

List the important decisions you need to make in the near future and then choose one for this exercise.

Step 2 - Who will be impacted by this decision?

List the key people that could be impacted by this decision.

Step 3 - Who will implement this decision?

List the key people who will implement this decision.

Step 4 - Who might help improve this decision if consulted?

List all the people that might have some special expertise or knowledge that could improve this decision. You could also include people who are strategic thinkers even though they don't have special expertise.

Step 5 - Consult with the most important people form steps 2-4

Now you have a list of all the people that you could consult with regarding this decision. Go through the list and select the people with whom you wish to collaborate.

When you approach these individuals, ask if they are willing to give input into a decision you need to make. This makes it clear that you are not asking them to make the decision, rather you are simply asking for their views that could help you to make the decision. If appropriate, you could do this with a group of people together.

Explain exactly the decision you need to make. Outline the goal(s) you are trying to achieve and the obstacles you see to achieving those goal(s). Then ask for their views or ideas related to this decision.

The first stage is for brainstorming. Write down the ideas without trying to evaluate them. You can ask questions about their ideas, but do not comment on the validity of the ideas. You could even say that you are thinking of a possible solution of _____. 'What do you think about that'. This could give you some feedback about your own ideas.

Thank them for their ideas and especially thank them for any particular input that you think was useful or that you intend to implement. If you want, you could tell them you will let them know once you have finalized the details of the decision.

Step 6 - In what way did you improve the decision as a result of the collaboration?

List the specific improvements from the collaboration.

Do the above steps for each important decision you need to make for the next 90 days.

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Development Area 2: Self-improvement

You tend to be reasonably interested in self-improvement.

Self-improvement is a lifelong process. There is an opportunity to learn and grow from any life situation. By taking a proactive approach to self-development, your life situation will improve and so will the quality of your life. Instead of focusing on the struggle of life circumstances, it is far more efficacious to focus on developing yourself. By doing so, life circumstances naturally improve. Self-improvement can include increasing your professional skills, interpersonal skills, decision-making skills, or developing any trait that could improve your life or career.

Exercise # 1 - Reflecting on and applying self-improvement

Step 1 - In what areas would you like to improve yourself?

Reflect on and list the areas you would like to improve. You could include on the list any trait you would like to develop or reduce, any attitude you would like to have or not have, any behavior you would like to have or not have, or any further learning or education you would like to undertake. The list could also include things like improving your health or fitness.

Step 2 - How could you improve in each of the above areas?

Reflect on and list the ways in which you could improve in each of those areas.

Step 3 - Ask for feedback

- Ask your boss about how you could improve your performance.
- Ask your co-workers about how you could work with them more effectively.
- Ask your family for feedback about how you could relate to them better.
- Look at the weak points in your Harrison Assessment profile.

When taking feedback, don't argue or interrupt. Just listen and acknowledge what the person says. If there is any point you don't understand, ask for clarification. Avoid trying to defend yourself.

Write down the important points of what they say.

Step 4 - What is the most important way you could improve yourself at this time?

Reflect on and write down the most important way you could improve yourself at this time.

Step 5 - What could you do to develop that aspect of yourself?

Now that you have selected a particular aspect for your growth, the next step is to increase your awareness of that aspect. To increase your awareness, try any of the suggestions below:

- Read a book on the subject.
- Research the subject on the Internet, or at your local library.
- Interview others about the subject.
- Take a course on the subject.
- Ask a professional counselor about the best way to improve in that area.

Select at least one approach from above or create your own suggestions and then proceed to gather information.

When researching your subject, pay special attention to any specific actions you could take to improve. If possible, keep a list.

Step 6 - What specific commitment are you willing to make to improve yourself?

Review steps 1-5 and make a specific commitment to improve in one area. Create a clear plan over the next 90 days. An effective improvement plan will bring the desired improvement into reality. Your plan could include regular support or discussion with others such as:

- Telling your co-workers, boss, or family exactly what you are trying to improve.
- Getting regular feedback about how others perceive your behavior.
- Completing a course on the subject.
- Implementing the plan with a friend.

Step 7 - In what way have you progressed with regard to your chosen area of improvement? (do this step after 90 days)