

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.

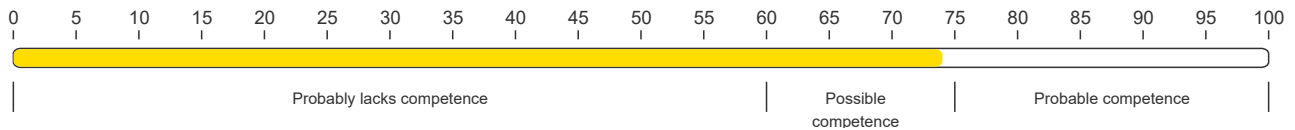
Focus on Trait Definitions

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.

Master Harrison Behavioral Competency

This Master Behavioral Competency includes all of the standard Harrison Behavioral Competencies.

Overall Percentage of Suitability Fit = 74%



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								
Coaching: <i>The tendency to effectively facilitate the development of others (one-to-one interactions)</i> Narrative: Andrew has a tendency to effectively facilitate the development of others (one-to-one interactions). This will probably have a slightly positive impact on this behavioral competency.	8.3																			
Doesn't Need Structure: <i>The tendency to work effectively without much structure (assuming sufficient job related knowledge)</i> Narrative: Andrew has a tendency to work effectively without much structure (assuming sufficient job related knowledge). This will probably be sufficient for this behavioral competency.	7.8																			
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 slightly negative impact on this behavioral competency.	5.0																			
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 have a slightly positive impact on this behavioral competency.	9.3																			
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 have a slightly positive impact on this behavioral competency.	8.7																			

Master Harrison Behavioral Competency

This Master Behavioral Competency includes all of the standard Harrison Behavioral Competencies.

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			
Innovative: <i>The tendency to create new and more effective ways of doing things</i> Narrative: Andrew has a tendency to create new and more effective ways of doing things. This will probably be sufficient for this behavioral competency.	7.9														
Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Andrew's interpersonal preferences and tendencies he is probably quite skillful when interacting with others. This will probably have a slightly positive impact on this behavioral competency.	8.3														
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 slightly negative impact on this behavioral competency.	2.1														
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														
Organizational Compatibility: <i>The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)</i> Narrative: Given Andrew's interpersonal preferences and attitudes he is very likely to work co-operatively with others. This will probably have a slightly positive impact on this behavioral competency.	8.6														
People Oriented: <i>The tendency to positively interact with others</i> Narrative: Andrew has a very strong tendency to positively interact with others. This will probably have a slightly positive impact on this behavioral competency.	8.7														
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 have a slightly positive impact on this behavioral competency.	9.0														

Master Harrison Behavioral Competency

This Master Behavioral Competency includes all of the standard Harrison Behavioral Competencies.

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									
Receives Correction: <i>The tendency to accept guidance intended to improve performance</i> Narrative: Andrew's preferences indicate he is likely to be receptive to corrective feedback. This will probably be sufficient for this behavioral competency.	8.0																				
Self-employed: <i>The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)</i> Narrative: Andrew has a reasonable degree of tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge). This will probably be sufficient for this behavioral competency.	6.9																				
Tolerance Of Evasiveness: <i>The level of comfort related to dealing with people who are indirect or lacking in frankness</i> Narrative: Andrew is moderately tolerant of people who are evasive. This will probably be sufficient for this behavioral competency.	6.0																				

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Coaching

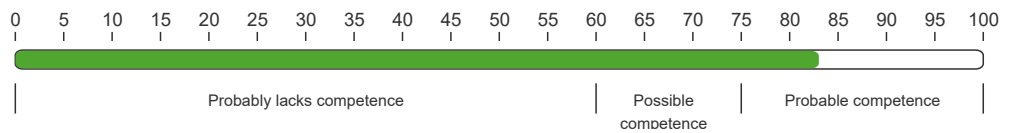
The tendency to effectively facilitate the development of others (one-to-one interactions)

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

Overall Score

Andrew scores 83 on Coaching 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.

Overall Percentage of Suitability Fit = 83%

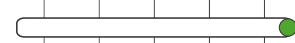
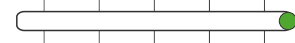
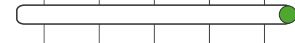
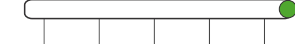




Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact																		
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong								
Self-improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably have a slightly positive 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 slightly negative impact on this behavioral competency.	5.0																			

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
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 somewhat positive impact on this behavioral competency.		8.2											
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					
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											
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											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight
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 initiatives 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					
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					
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					
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					
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					

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
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						
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>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight
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					
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					
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 somewhat negative impact on this behavioral competency.	6.8					

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Doesn't Need Structure

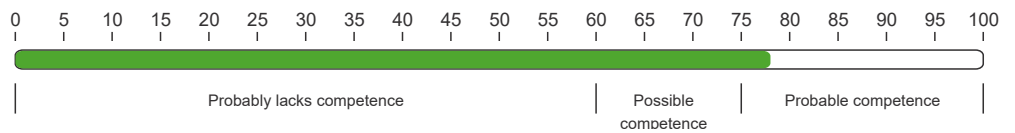
The tendency to work effectively without much structure (assuming sufficient job related knowledge)

This report identifies the specific factors related to this Doesn't Need Structure behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

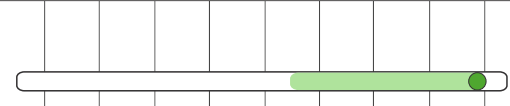
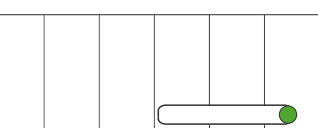
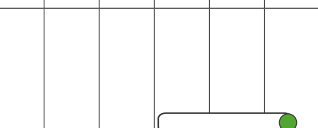
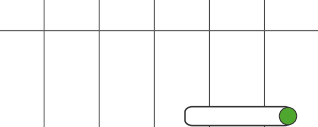
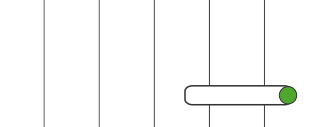
Overall Score


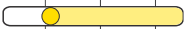
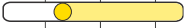
Andrew scores 78 on Doesn't Need Structure which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

Overall Percentage of Suitability Fit = 78%



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
<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: 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.</p>	8.7											
<p>Tolerance Of Structure: <i>The tolerance of following rules, schedules, and procedures created by someone else</i></p> <p>Narrative: Andrew may dislike having to follow extensive rules and procedures set by someone else and thus may sometimes neglect to follow them. This will probably have a positive impact on this behavioral competency.</p>	3.3											
<p>Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>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.</p>	8.6											

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
Wants Autonomy: <i>The desire to have freedom or independence from authority</i> Narrative: Andrew has an extremely strong desire for autonomy. This will probably have a positive impact on this behavioral competency.		9.6											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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 be sufficient for this behavioral competency.		8.2											
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											
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											
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											

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

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Effective Enforcing

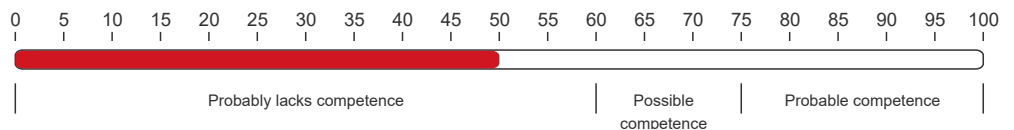
The tendency to skillfully correct others when they are violating rules or performing poorly

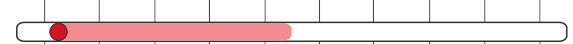



This report identifies the specific factors related to this Effective Enforcing behavioral competency and shows how the employee's score for each related factor impacts success for this behavioral competency.

Overall Score

Andrew scores 50 on Effective Enforcing 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.

Overall Percentage of Suitability Fit = 50%

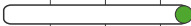


Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact									
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong
Enforcing: <i>The tendency to insist upon necessary rules being followed</i> Narrative: Andrew strongly prefers not to have to enforce rules, and may sometimes neglect to do so even when it is necessary. This will probably have a very negative impact on this behavioral competency.	3.1										
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably have a slightly positive impact on this behavioral competency.	4.9										
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 have a positive impact on this behavioral competency.	7.1										
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 positive impact on this behavioral competency.	8.6										

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
<p>Influencing: <i>The tendency to try to persuade others</i></p> <p>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.</p>	8.1											
<p>Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i></p> <p>Narrative: Andrew is quite tolerant of people who are blunt. This will probably have a slightly positive impact on this behavioral competency.</p>	7.8											
Desirable traits <i>(in order of importance)</i>		Negative Impact <										
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact				
<p>Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably be sufficient for this behavioral competency.</p>	8.6											
<p>Optimistic: <i>The tendency to believe the future will be positive</i></p> <p>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.</p>	9.5											
<p>Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i></p> <p>Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.</p>	9.9											
<p>Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i></p> <p>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.</p>	7.0											

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
		Andrew's Score	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							
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							
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							
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
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							
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							

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<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						
<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>Evasive: <i>The tendency to be tactful without being sufficiently direct</i></p> <p>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.</p>	1.5						
<p>Forceful Enforcing: <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i></p> <p>Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>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 negative impact on this behavioral competency.</p>	6.8						
<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>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						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	1.4							

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Handles Autonomy

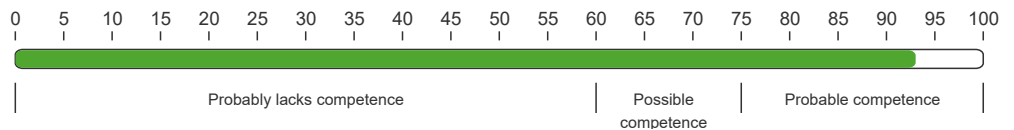
The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)

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

Overall Score

Andrew scores 93 on Handles Autonomy which indicates Andrew probably exhibits the excellent behavior that is related to this competency.

Overall Percentage of Suitability Fit = 93%



Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Andrew's Score	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: 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.</p>	8.7											
<p>Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a positive impact on this behavioral competency.</p>	8.6											
<p>Self-motivated: <i>The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals</i></p> <p>Narrative: Andrew is very self-motivated. Andrew strongly prefers an employer who is able to offer opportunities for achievement. This will probably have a positive impact on this behavioral competency.</p>	9.0											

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
Wants Autonomy: <i>The desire to have freedom or independence from authority</i> Narrative: Andrew has an extremely strong desire for autonomy. This will probably have a very positive impact on this behavioral competency.		9.6											
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											
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											
Traits to avoid <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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											

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
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably have a slightly positive impact on this behavioral competency.		4.9											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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											
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											
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											
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											

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>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						
<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>Self-critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i></p> <p>Narrative: Andrew probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Wants Diplomacy: <i>The desire for others to be tactful</i></p> <p>Narrative: Andrew prefers others to say what is on their minds, and doesn't care much about them being diplomatic. This will probably be sufficient for this behavioral competency.</p>	4.3						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Innovative

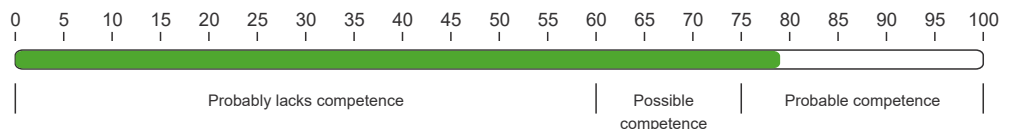
The tendency to create new and more effective ways of doing things

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

Overall Score

Andrew scores 79 on Innovative 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.

Overall Percentage of Suitability Fit = 79%



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								
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 have a slightly negative impact on this behavioral competency.	6.4																			
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																			
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																			

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
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 somewhat positive impact on this behavioral competency.	8.2												
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												
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 negative impact on this behavioral competency.	3.4												
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												
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 slightly positive impact on this behavioral competency.	9.5												
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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												

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Interpersonal Skills

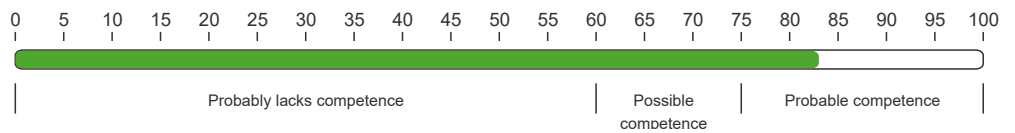
The tendency to have a balance of traits that relate to effective interaction with others

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

Overall Score

Andrew scores 83 on Interpersonal Skills 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.

Overall Percentage of Suitability Fit = 83%



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								
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																			
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																			

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								
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 have a somewhat positive impact on this behavioral competency.	9.2																			
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably have a slightly positive impact on this behavioral competency.	4.9																			
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 somewhat positive impact on this behavioral competency.	8.1																			
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																			
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																			
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 have a somewhat positive impact on this behavioral competency.	7.1																			
Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably have a somewhat positive impact on this behavioral competency.	9.9																			
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 have a slightly positive impact on this behavioral competency.	7.8																			

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
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						
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						
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						
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						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						

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						
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						
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 negative impact on this behavioral competency.	6.8						
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> 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.	3.9						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Judgment (strategic)

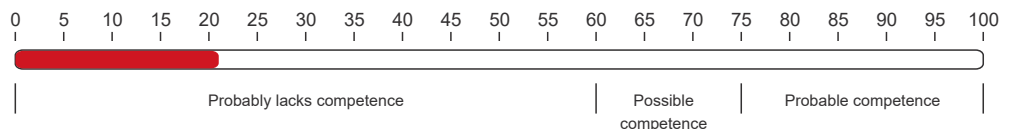
The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

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

Overall Score

Andrew scores 21 on Judgment (strategic) 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.



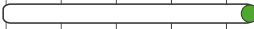
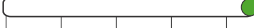


Overall Percentage of Suitability Fit = 21%



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
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 have a somewhat positive impact on this behavioral competency.	7.5											
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											
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 very negative impact on this behavioral competency.	3.4											

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
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 have a slightly positive impact on 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 be sufficient for this behavioral competency.	4.7												
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												
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. This will probably have a slightly negative impact on this behavioral competency.	4.1												
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	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												
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												

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		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						
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						
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						
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						
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						
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						
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						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		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 very negative impact on this behavioral competency.	5.7					
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 negative impact on this behavioral competency.	5.4					
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					
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					
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					
Fast But Imprecise: <i>The tendency to work quickly without sufficient attention to detail or accuracy</i> Narrative: Andrew probably has an extremely strong tendency to be fast but imprecise. Andrew may create problems with quality of output unless monitoring is applied. This will probably have a very negative impact on this behavioral competency.	7.9					

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	1.4							
Precise But Slow: <i>The tendency to be exact or precise without being sufficiently productive</i> Narrative: Andrew probably does not have a significant degree of focusing on details to the extent of slowing productivity This will probably NOT hinder this behavioral competency.	0.0							

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Negotiating

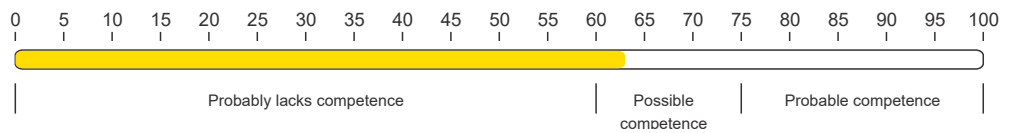
The tendency to bargain in order to reach a beneficial agreement

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

Overall Score

Andrew scores 63 on Negotiating which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

Overall Percentage of Suitability Fit = 63%



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 positive impact on this behavioral competency.	8.1																			
Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Andrew's interpersonal preferences and tendencies he is probably quite skillful when interacting with others. This will probably have a somewhat positive impact on this behavioral competency.	8.3																			
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																			

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
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											
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 have a somewhat positive impact on this behavioral competency.		6.8											
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											
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 slightly positive impact on this behavioral competency.		8.2											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	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											
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											

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i></p> <p>Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.</p>	1.4						
<p>Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i></p> <p>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 an extremely negative impact on this behavioral competency.</p>	6.8						
<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>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						
<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>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						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Organizational Compatibility

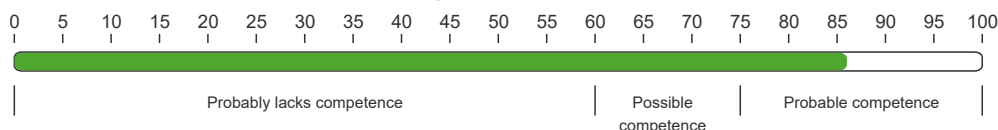
The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)

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

Overall Score

Andrew scores 86 on Organizational Compatibility 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.

Overall Percentage of Suitability Fit = 86%



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											
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 positive 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											

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											
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											
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											
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											
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											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Self-motivated: <i>The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals</i> Narrative: Andrew is very self-motivated. Andrew strongly prefers an employer who is able to offer opportunities for achievement. This will probably be sufficient for this behavioral competency.		9.0											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Tolerance Of Structure: <i>The tolerance of following rules, schedules, and procedures created by someone else</i></p> <p>Narrative: Andrew may dislike having to follow extensive rules and procedures set by someone else and thus may sometimes neglect to follow them. This will probably have a somewhat negative impact on this behavioral competency.</p>	3.3						
<p>Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i></p> <p>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.</p>	9.7						
<p>Flexible: <i>The tendency to easily adapt to change</i></p> <p>Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.</p>	7.7						
<p>Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i></p> <p>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.</p>	7.0						
<p>Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i></p> <p>Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.</p>	4.5						
<p>Relaxed: <i>The tendency to feel at ease or calm while working</i></p> <p>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.</p>	5.2						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
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						
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						
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						
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						
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						
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> 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.	3.9						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

People Oriented

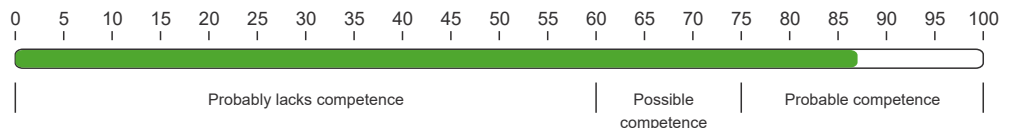
The tendency to positively interact with others

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

Overall Score

Andrew scores 87 on People Oriented 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.

Overall Percentage of Suitability Fit = 87%



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
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 an extremely positive impact on this behavioral competency.	9.9	[Progress bar from 0 to 9.9, ending in a green dot]									
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 very positive impact on this behavioral competency.	9.9	[Progress bar from 0 to 9.9, ending in a green dot]									
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 have a positive impact on this behavioral competency.	9.2	[Progress bar from 0 to 9.2, ending in a green dot]									
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 somewhat negative impact on this behavioral competency.	4.5	[Progress bar from 0 to 4.5, ending in a yellow dot]									

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
Public Contact: <i>The level of comfort interacting with a wide range of people representative of general society</i> Narrative: Andrew generally enjoys working with the general public and is probably reasonably comfortable doing so. This will probably be sufficient for this behavioral competency.		7.2											
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											
Desirable traits <i>(in order of importance)</i>		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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											
Traits to avoid <i>(in order of importance)</i>		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative 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											

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						●
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						●

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Provides Direction

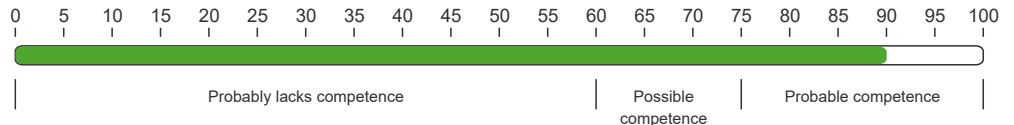
The tendency to provide others with clear direction or guidance

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

Overall Score







Andrew scores 90 on Provides Direction which indicates Andrew probably exhibits the excellent behavior that is related to this competency.








Overall Percentage of Suitability Fit = 90%





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
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 very positive impact on this behavioral competency.	9.2											
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 have a slightly positive impact on this behavioral competency.	8.1											
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 slightly positive impact on this behavioral competency.	8.7											

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
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 somewhat positive impact on this behavioral competency.	9.4											
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											
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											
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											
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											
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 slightly positive impact on this behavioral competency.	8.6											
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 have a slightly positive impact on this behavioral competency.	9.7											

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
Public Speaking: <i>The enjoyment of presenting or articulating information to groups of people</i> Narrative: Andrew generally enjoys making presentations to groups and is probably reasonably comfortable doing so. This will probably be sufficient for this behavioral competency.		6.5											
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											
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											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i></p> <p>Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.</p>	9.9						
<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>Precise: <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i></p> <p>Narrative: Andrew strongly dislikes having to do precision tasks. He strongly prefers not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail. This will probably have a slightly negative impact on this behavioral competency.</p>	2.3						
<p>Warmth / empathy: <i>The tendency to express positive feelings and affinity toward others</i></p> <p>Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.</p>	9.9						
<p>Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i></p> <p>Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.</p>	4.5						
<p>Relaxed: <i>The tendency to feel at ease or calm while working</i></p> <p>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.</p>	5.2						
<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						

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

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Receives Correction

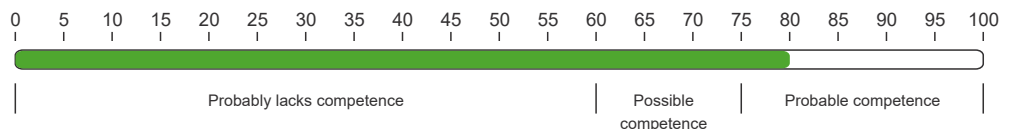
The tendency to accept guidance intended to improve performance

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

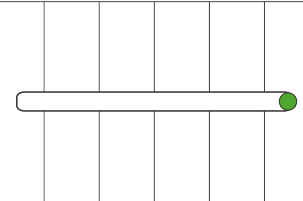
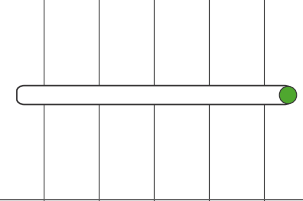
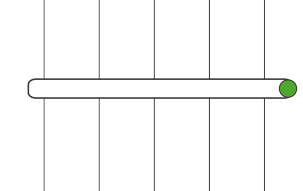
Overall Score

Andrew scores 80 on Receives Correction 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.

Overall Percentage of Suitability Fit = 80%



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-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 somewhat positive impact on this behavioral competency.	6.6											
Interpersonal Skills: <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Andrew's interpersonal preferences and tendencies he is probably quite skillful when interacting with others. This will probably have a positive impact on this behavioral competency.	8.3											
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 somewhat positive impact on this behavioral competency.	7.0											

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight
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					
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					
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					

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Self-employed

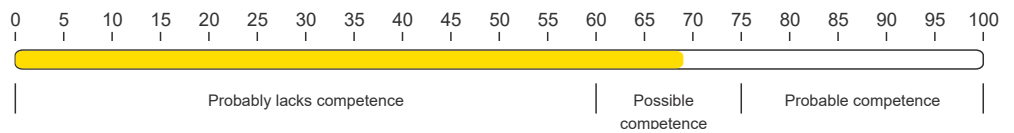
The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)

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

Overall Score


Andrew scores 69 on Self-employed which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

Overall Percentage of Suitability Fit = 69%



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
<p>Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a slightly positive impact on this behavioral competency.</p>	8.6											
<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: 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 initiatives that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.</p>	8.7											
<p>Wants Autonomy: <i>The desire to have freedom or independence from authority</i></p> <p>Narrative: Andrew has an extremely strong desire for autonomy. This will probably have a positive impact on this behavioral competency.</p>	9.6											

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		
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 somewhat positive impact on this behavioral competency.	9.4													
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 somewhat positive impact on this behavioral competency.	8.2													
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 have a somewhat negative impact on this behavioral competency.	3.9													
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													
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													

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	
<p>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></p> <p>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 negative impact on this behavioral competency.</p>	5.7						
<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 negative impact on this behavioral competency.</p>	5.4						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Divine Consulting

Tolerance Of Evasiveness

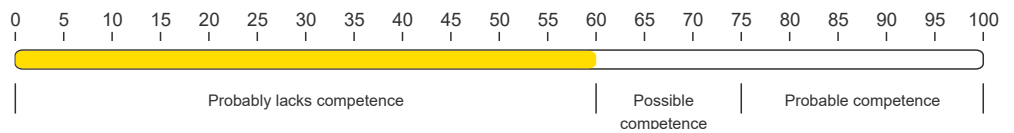
The level of comfort related to dealing with people who are indirect or lacking in frankness

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

Overall Score

Andrew scores 60 on Tolerance Of Evasiveness which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

Overall Percentage of Suitability Fit = 60%



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
Wants Frankness: <i>The desire for others to be direct, straightforward, and to the point</i> Narrative: Andrew generally prefers others to be frank. This will probably have an extremely negative impact on this behavioral competency.	6.8	[Bar chart showing a red bar from 'Very strong' to 'Slight' with a red dot at 6.8]									
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 very positive impact on this behavioral competency.	9.9	[Bar chart showing a green bar from 'Slight' to 'Very strong' with a green dot at 9.9]									
Wants Diplomacy: <i>The desire for others to be tactful</i> Narrative: Andrew prefers others to say what is on their minds, and doesn't care much about them being diplomatic. This will probably have a negative impact on this behavioral competency.	4.3	[Bar chart showing a red bar from 'Very strong' to 'Slight' with a red dot at 4.3]									
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 positive impact on this behavioral competency.	8.6	[Bar chart showing a green bar from 'Slight' to 'Very strong' with a green dot at 8.6]									

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
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						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
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						
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						
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						