

REPORT FOR

Andrew Jones

DATE OF COMPLETION

04/20/2021

RELIABILITY - 99.2%

Answers were very likely accurate and truthful

ORGANIZATION

Harrison Assessments Int'l Limited

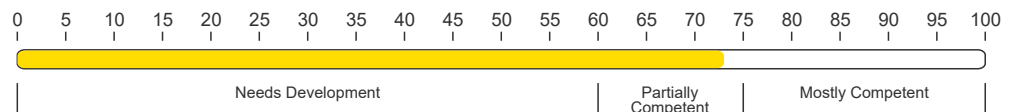
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Sales - Long Cycle to Business Summary Overview

This overview shows how the employee scores for each behavioral competency within the Sales - Long Cycle to Business set.

Overall Score

Andrew scores 73 against the Sales - Long Cycle to Business competency set. This indicates a need for development for some of the competencies below.

Total Competency Percentage = 73%


Essential competencies (in order of importance)			Importance	Score	0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100
					Needs Development Partially Competent Mostly Competent
Builds Relationships: <i>Demonstrates empathy, trustworthiness, and a willingness to go above and beyond to meet their customers' or prospects' needs. Builds relationships by adapting their communication style to the specific needs and ensuring mutual needs are met.</i>	Extremely Essential	79%			
Effectively Negotiates and Closes: <i>Effectively negotiates price and features with customers. Finds win-win solutions in order to close sales.</i>	Extremely Essential	57%			
Exhibits Grit: <i>Takes the initiative to achieve challenging goals and is resilient in handling rejection. Has a positive attitude and is enthusiastic about achieving sales goals.</i>	Extremely Essential	81%			
Explores Needs and Tailors Pitch: <i>Explores customers' needs, pain points, and interests. Asks relevant questions to gather important information. Analyzes information to tailor their sales pitch.</i>	Extremely Essential	63%			
Handles Objections: <i>Effectively handles objections with empathy, candor and creative solutions that facilitate a decision to buy.</i>	Extremely Essential	75%			
Learns the Product, Industry, and Competition: <i>Stays up to date with product, industry, and competition knowledge enabling effective explanations of features, benefits, and how value propositions compare to competitors' offerings.</i>	Extremely Essential	71%			

Essential competencies				0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100										
(in order of importance)		Importance	Score	Needs Development					Partially Competent			Mostly Competent		
Presents Effectively: <i>Delivers compelling and persuasive presentations that capture the attention of customers and effectively communicate the benefits of the product or service.</i>	Extremely Essential	81%												
Growth Mindset: <i>Elicits and embraces feedback, listens objectively, and continuously seeks self-improvement.</i>	Essential	69%												
Hunts and Qualifies: <i>Hunts for new sales opportunities and qualifies prospects to determine where to best prioritize efforts.</i>	Essential	81%												
Manages Time: <i>Meet sales targets by having a systematic plan, staying organized, prioritizing tasks, and using technology for efficiency.</i>	Essential	56%												
Networks: <i>Builds and maintains a strong professional network that supports identifying new prospects or acquiring new customers.</i>	Essential	85%												
Desirable competencies				0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100										
(in order of importance)		Importance	Score	Needs Development					Partially Competent			Mostly Competent		
Follows Up After Sales: <i>Reliably follows up with customers after a sale to ensure their satisfaction, build loyalty and respond to any emerging customer needs.</i>	Very Important	78%												

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Exhibits Grit

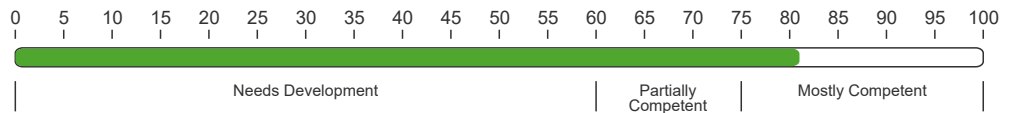
Takes the initiative to achieve challenging goals and is resilient in handling rejection. Has a positive attitude and is enthusiastic about achieving sales goals.

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

Overall Score

Andrew scores 81 on Exhibits Grit which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

Total Competency Percentage = 81%



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 very positive impact on this behavioral competency.	9.4											
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 slightly positive impact on this behavioral competency.		8.2											
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											
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											
Selling: <i>The interest in convincing or influencing others to purchase a product or service</i> Narrative: Andrew is only moderately interested in any aspect of selling. This will probably have a somewhat negative impact on this behavioral competency.		5.0											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		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											
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											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<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>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>Risking: <i>The tendency to feel comfortable with business ventures that involve uncertainty</i></p> <p>Narrative: Andrew is very willing to take business risks. This will probably be sufficient for this behavioral competency.</p>	9.2						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	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>Non-Finishing: <i>The tendency to experiment with different things without sufficiently persisting in a single direction</i></p> <p>Narrative: Andrew probably has no significant tendency to experiment with different things without sufficiently persisting in a single direction. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>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						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
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						
Tranquil Inertia: <i>The tendency to be relaxed and easy-going without being sufficiently self-motivated</i> Narrative: Andrew probably has no significant tendency to be relaxed and easy-going without being sufficiently self-motivated. This will probably NOT hinder this behavioral competency.	0.0						
Stressed Achievement: <i>The tendency to strive for achievement without sufficiently managing stress</i> Narrative: Andrew has only a very moderate tendency to strive for achievement without sufficiently managing stress. This will probably NOT hinder this behavioral competency.	4.0						

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Manages Time

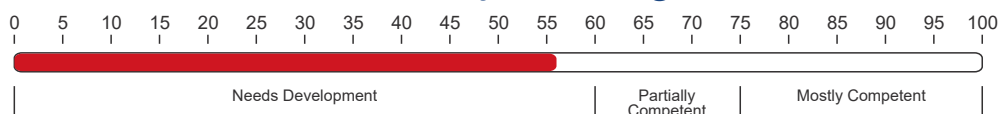
Meet sales targets by having a systematic plan, staying organized, prioritizing tasks, and using technology for efficiency.

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

Overall Score

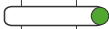

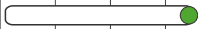
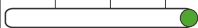
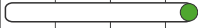
Andrew scores 56 on Manages Time which indicates Andrew probably has a large gap between his behavior and the requirements for this competency which is likely to have some negative impact on job performance.

Total Competency Percentage = 56%



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>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 have a negative impact on this behavioral competency.</p>	4.1											
<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 have a negative impact on this behavioral competency.</p>	3.9											
<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
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 positive impact on this behavioral competency.		9.3											
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 have a somewhat negative impact on this behavioral competency.		4.7											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.		7.5											
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											
Tempo: <i>The enjoyment of work that needs to be done quickly</i> Narrative: Andrew likes to work quite quickly. This will probably be sufficient for this behavioral competency.		7.7											
Precise: <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> 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 somewhat negative impact on this behavioral competency.		2.3											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Tolerance Of Structure: <i>The tolerance of following rules, schedules, and procedures created by someone else</i> 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 be sufficient for this behavioral competency.	3.3							
Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
Rigidly Organized: <i>The tendency to be organized without sufficiently adapting to change</i> Narrative: Andrew probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.	0.0							
Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. This will probably NOT hinder this behavioral competency.	0.0							
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							
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							

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Hunts and Qualifies

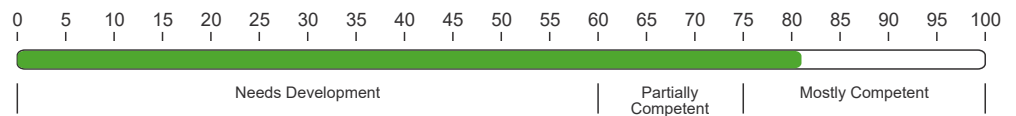
Hunts for new sales opportunities and qualifies prospects to determine where to best prioritize efforts.

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

Overall Score

Andrew scores 81 on Hunts and Qualifies which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

Total Competency Percentage = 81%



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 positive impact on this behavioral competency.	8.7											
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											
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 slightly positive impact on this behavioral competency.	7.5											

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>Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i></p> <p>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.</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 have a positive impact on this behavioral competency.</p>	9.5											
Desirable traits <i>(in order of importance)</i>		Negative Impact <										
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact				
<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>Open / reflective: <i>The tendency to reflect on many different viewpoints</i></p> <p>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.</p>	8.2											
<p>Research / learning: <i>The enjoyment of gathering and comprehending new information</i></p> <p>Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a somewhat negative impact on this behavioral competency.</p>	3.4											
<p>Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions This will probably have a slightly negative impact on this behavioral competency.</p>	3.8											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<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 have a slightly negative impact on this behavioral competency.</p>	3.9						
<p>Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i></p> <p>Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary This will probably be sufficient for this behavioral competency.</p>	4.7						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<p>Rigidly Meticulous: <i>The tendency to focus on details without sufficiently adapting to change</i></p> <p>Narrative: Andrew probably does not have a significant degree of being rigid related to details and precision. This will probably NOT hinder this behavioral competency.</p>	0.0						
<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>Scattered: <i>The tendency to adapt to change without remaining sufficiently organized</i></p> <p>Narrative: Andrew has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.</p>	3.8						

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Networks

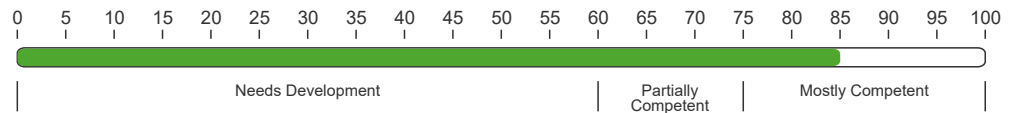
Builds and maintains a strong professional network that supports identifying new prospects or acquiring new customers.

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

Overall Score

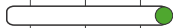

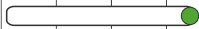
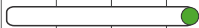
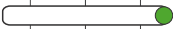
Andrew scores 85 on Networks which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

Total Competency Percentage = 85%



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
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.	5.0											
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											
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											

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
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											
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											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	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											
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency.		10.0											
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											
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.		8.6											

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

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Explores Needs and Tailors Pitch

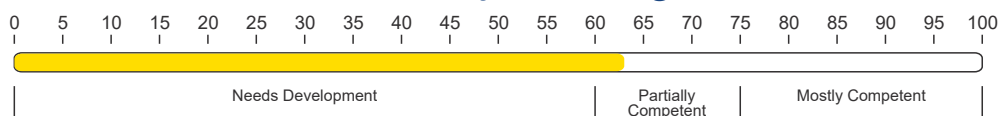
Explores customers' needs, pain points, and interests. Asks relevant questions to gather important information. Analyzes information to tailor their sales pitch.

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

Overall Score




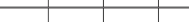
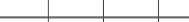
Andrew scores 63 on Explores Needs and Tailors Pitch which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

Total Competency Percentage = 63%



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
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											
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.	5.0											
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
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											
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 negative impact on this behavioral competency.		3.8											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
Flexible: <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.		7.7											
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.		8.6											
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											
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
Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.	6.6						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
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 have a slightly negative impact on this behavioral competency.	3.9						
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						
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						
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						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/20/2021

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
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Handles Objections

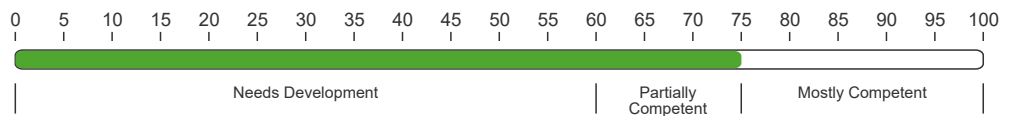
Effectively handles objections with empathy, candor and creative solutions that facilitate a decision to buy.

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

Overall Score

Andrew scores 75 on Handles Objections which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

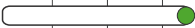
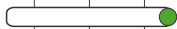
Total Competency Percentage = 75%



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									
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.	5.0																				
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a negative impact on this behavioral competency.	4.7																				
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 have a slightly positive impact on this behavioral competency.	7.9																				

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
Respectful Candor: <i>The tendency to communicate in a respectful and straightforward manner</i>		10.0											
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											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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											
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											
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											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.		8.7											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
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						
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						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
Forceful Enforcing: <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i> Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. This will probably NOT hinder this behavioral competency.	0.0						

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

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/20/2021

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
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Presents Effectively

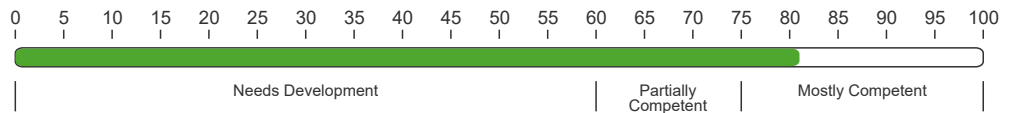
Delivers compelling and persuasive presentations that capture the attention of customers and effectively communicate the benefits of the product or service.

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

Overall Score

Andrew scores 81 on Presents Effectively which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

Total Competency Percentage = 81%



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								
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 have a slightly negative impact on this behavioral competency.	6.5																			
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																			
Respectful Candor: <i>The tendency to communicate in a respectful and straightforward manner</i>	10.0																			

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
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											
Selling: <i>The interest in convincing or influencing others to purchase a product or service</i> Narrative: Andrew is only moderately interested in any aspect of selling. This will probably have a somewhat negative impact on this behavioral competency.		5.0											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
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											
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency.		10.0											
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											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.		8.7											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
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						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	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						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.	1.5						
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						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/20/2021

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

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Effectively Negotiates and Closes

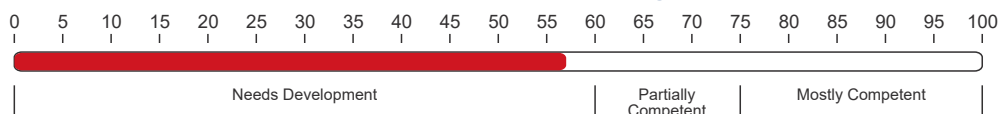
**Effectively negotiates price and features with customers.
Finds win-win solutions in order to close sales.**

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

Overall Score

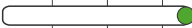
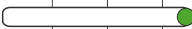
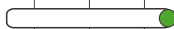
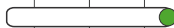
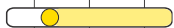
Andrew scores 57 on Effectively Negotiates and Closes which indicates Andrew probably has a large gap between his behavior and the requirements for this competency which is likely to have some negative impact on job performance.

Total Competency Percentage = 57%



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 somewhat positive impact on this behavioral competency.	8.1																			
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 negative impact on this behavioral competency.	5.0																			
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																			
Equity Mindset: <i>The tendency to assert one's needs and respond to others needs</i>	5.0																			

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						
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						
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably be sufficient for this behavioral competency.	9.4						
Assertive: <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						
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 slightly negative impact on this behavioral competency.	3.1						
Selling: <i>The interest in convincing or influencing others to purchase a product or service</i> Narrative: Andrew is only moderately interested in any aspect of selling. This will probably be sufficient for this behavioral competency.	5.0						
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.	8.6						

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>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>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>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>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 somewhat negative impact on this behavioral competency.</p>	6.8						

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/20/2021

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
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Builds Relationships

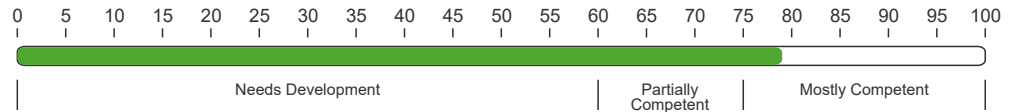
Demonstrates empathy, trustworthiness, and a willingness to go above and beyond to meet their customers' or prospects' needs. Builds relationships by adapting their communication style to the specific needs and ensuring mutual needs are met.

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

Overall Score

Andrew scores 79 on Builds Relationships which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

Total Competency Percentage = 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									
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a somewhat negative impact on this behavioral competency.	5.0																				
Respectful Candor: <i>The tendency to communicate in a respectful and straightforward manner</i>	10.0																				
Equity Mindset: <i>The tendency to assert one's needs and respond to others needs</i>	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
Insightful Curiosity: <i>The tendency to explore different viewpoints and make conclusions</i>		8.5											
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 very 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					
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											
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											
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. This will probably be sufficient for this behavioral competency.		10.0											
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											

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

04/20/2021

RELIABILITY - 99.2%

Answers were very likely accurate and truthful

ORGANIZATION

Harrison Assessments Int'l Limited

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Follows Up After Sales

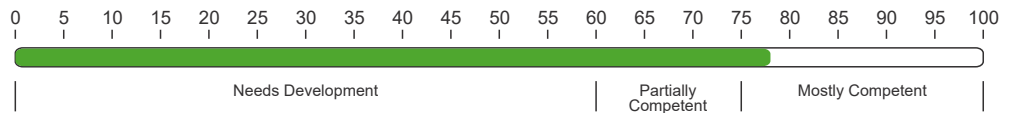
Reliably follows up with customers after a sale to ensure their satisfaction, build loyalty and respond to any emerging customer needs.

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

Overall Score

Andrew scores 78 on Follows Up After Sales which indicates Andrew probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

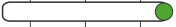
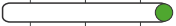
Total Competency Percentage = 78%



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
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a positive impact on this behavioral competency.	8.7											
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											
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											

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>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 have a negative impact on this behavioral competency.</p>	3.9											
<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 have a somewhat negative impact on 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				
<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>Open / reflective: <i>The tendency to reflect on many different viewpoints</i></p> <p>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.</p>	8.2											
<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>Diplomatic: <i>The tendency to state things in a tactful manner</i></p> <p>Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.</p>	8.6											

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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						
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
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						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	0.0						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.	0.0						
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
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						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.	1.5						

REPORT FOR

Andrew Jones

DATE OF COMPLETION

04/20/2021

RELIABILITY - 99.2%

Answers were very likely accurate and truthful

ORGANIZATION

Harrison Assessments Int'l Limited

VIEW INSTRUCTIONAL VIDEO
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Learns the Product, Industry, and Competition

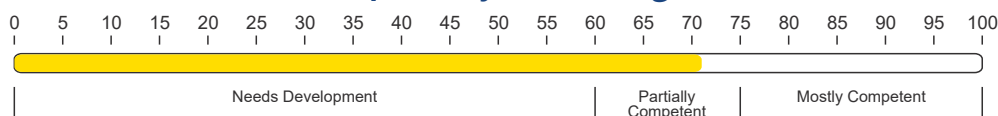
Stays up to date with product, industry, and competition knowledge enabling effective explanations of features, benefits, and how value propositions compare to competitors' offerings.

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

Overall Score

Andrew scores 71 on Learns the Product, Industry, and Competition which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

Total Competency Percentage = 71%



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										
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 slightly positive impact on this behavioral competency.	7.5																					
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
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a positive impact on this behavioral competency.		8.7											
Insightful Curiosity: <i>The tendency to explore different viewpoints and make conclusions</i>		8.5											
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											
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											
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											
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											

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						
Non-Logical: <i>The tendency to rely on intuition without sufficiently analyzing a plan or problem</i> Narrative: Andrew probably has no significant tendency to rely on intuition without sufficiently analyzing a plan or problem. This will probably NOT hinder this behavioral competency.	0.0						
Scattered: <i>The tendency to adapt to change without remaining sufficiently organized</i> Narrative: Andrew has only a very moderate tendency to adapt to change without remaining sufficiently organized. This will probably NOT hinder this behavioral competency.	3.8						

REPORT FOR
 Andrew Jones

DATE OF COMPLETION
 04/20/2021

RELIABILITY - 99.2%
 Answers were very likely accurate and truthful

ORGANIZATION
 Harrison Assessments Int'l Limited

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Growth Mindset

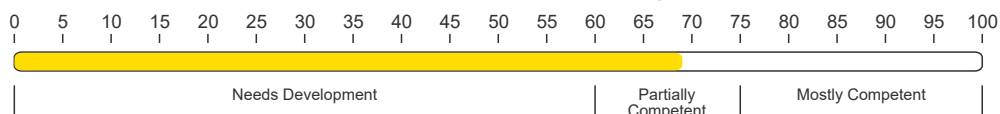
Elicits and embraces feedback, listens objectively, and continuously seeks self-improvement.

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

Overall Score

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

Total Competency Percentage = 69%



Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
Self-Improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably have a slightly negative impact on this behavioral competency.	6.6													
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													
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													

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
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					
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											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.		8.7											
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											
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											
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	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
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 negative impact on this behavioral competency.	5.7						
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						
Cautious: <i>The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks</i> Narrative: Andrew probably has no significant tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks. This will probably NOT hinder this behavioral competency.	0.0						
Rigidly Meticulous: <i>The tendency to focus on details without sufficiently adapting to change</i> Narrative: Andrew probably does not have a significant degree of being rigid related to details and precision. This will probably NOT hinder this behavioral competency.	0.0						