

**REPORT FOR**  
Andrew Jones

**DATE OF COMPLETION**  
04/20/2019

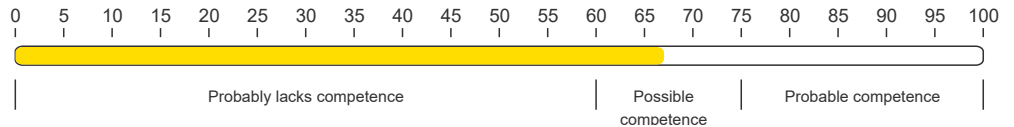
**RELIABILITY - 99.2%**  
Answers were very likely accurate and truthful

**ORGANIZATION**  
Harrison Assessments  
Int'l Limited

## Overview

This report focuses on the three components needed to successfully manage employees who work remotely. All three components are important for remote working, but the second and third components are optional but recommended. The Overall percentage is the combination of the three scores.

### Overall Percentage of Remote Leadership = 67%



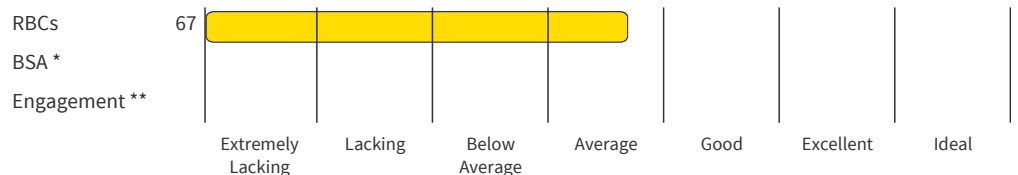
## Remote Leadership Assessments

**Remote Behavioral Competencies (RBCs)** report compares this employee to the following behavioral competencies: Managing Remote Productivity and Managing Remote Communication.

**Behavioral Success Analysis (BSA)** report measures the degree to which an employee enjoys their job and has similar behaviors to people who are successful in that job. It is the foundation for working remotely because it generates the engagement and motivation needed to work autonomously. The assessment score is the overall score.

**Engagement and Retention Report (Engagement)** measures an employee's expectations and the degree to which their career goals are being fulfilled. The assessment score is the fulfillment score.

## Assessment Scores



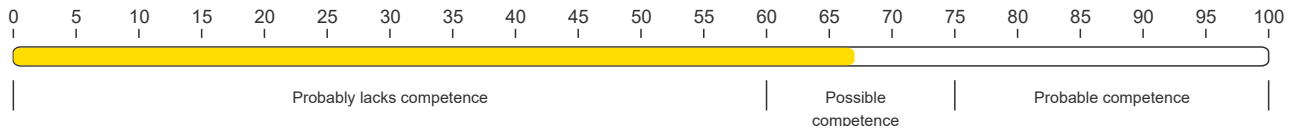
\* To show this assessment score select the Behavioral Success Analysis Report and a job.

\*\* To show this assessment score select the Engagement and Retention Analysis Report. The fulfillment section of the questionnaire must have been completed.

## Remote Leadership Overview

This Overview shows the individual's overall score for each of the competencies. Each competency will show its related component traits on the following pages.

**Overall Percentage of Suitability Fit = 67%**



### Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Andrew's Score	Impact Scale																				
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong										
<b>Managing Remote Productivity:</b> Effectively guides the productivity of remote workers by taking initiative embracing challenges, setting clear goals, clarifying priorities, planning, and persisting through obstacles. Makes timely and mindful decisions and holds remote workers accountable for productivity.	5.7																					
<b>Managing Remote Communication:</b> Effectively influences and collaborates with employees who work remotely. Is constructive and positive when communicating. Effectively guides and coaches from a distance. Is objective when exploring issues and receptive to other's views. Is straightforward and respectful.	7.1																					

**REPORT FOR**  
Andrew Jones

**DATE OF COMPLETION**  
04/20/2019

**RELIABILITY - 99.2%**  
Answers were very likely accurate and truthful

**ORGANIZATION**  
Harrison Assessments  
Int'l Limited

## Managing Remote Productivity

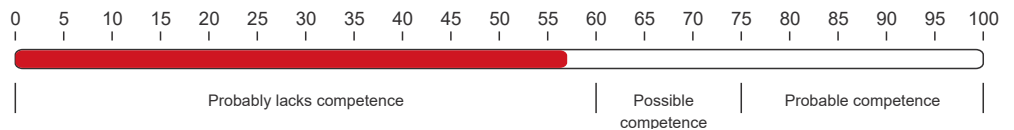
Effectively guides the productivity of remote workers by taking initiative embracing challenges, setting clear goals, clarifying priorities, planning, and persisting through obstacles. Makes timely and mindful decisions and holds remote workers accountable for productivity.

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

### Overall Score

Andrew scores 57 on Managing Remote Productivity 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 = 57%



### 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><b>Takes Initiative:</b> <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 somewhat positive impact on this behavioral competency.</p>	8.7											
<p><b>Wants Challenge:</b> <i>The willingness to attempt difficult tasks or goals</i></p> <p>Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a positive impact on this behavioral competency.</p>	9.4											

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		
<b>Authoritative:</b> <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a slightly positive impact on this behavioral competency.	8.6													
<b>Enthusiastic:</b> <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													
<b>Persistent:</b> <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													
<b>Wants To Lead:</b> <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 somewhat positive impact on this behavioral competency.	9.2													
<b>Analyzes Pitfalls:</b> <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													
<b>Organized:</b> <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 slightly negative impact on this behavioral competency.	3.9													
<b>Analytical:</b> <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													

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Assertive:</b> <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						
<b>Certain:</b> <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						
<b>Enforcing:</b> <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 somewhat negative impact on this behavioral competency.	3.1						
<b>Manages Stress Well:</b> <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 have a slightly negative impact on this behavioral competency.	4.5						
<b>Planning:</b> <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						
<b>Pressure Tolerance:</b> <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						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p><b>Permissive:</b> <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><b>Authoritarian:</b> <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><b>Blindly Optimistic:</b> <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 somewhat negative impact on this behavioral competency.</p>	5.7						
<p><b>Harsh:</b> <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><b>Impulsive:</b> <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 somewhat negative impact on this behavioral competency.</p>	5.4						
<p><b>Scattered:</b> <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						

**REPORT FOR**  
Andrew Jones

**DATE OF COMPLETION**  
04/20/2019

**RELIABILITY - 99.2%**  
Answers were very likely accurate and truthful

**ORGANIZATION**  
Harrison Assessments  
Int'l Limited

## Managing Remote Communication

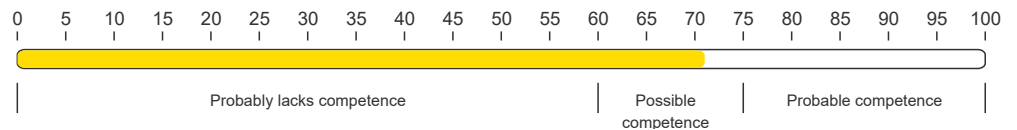
**Effectively influences and collaborates with employees who work remotely. Is constructive and positive when communicating. Effectively guides and coaches from a distance. Is objective when exploring issues and receptive to other's views. Is straightforward and respectful.**

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

### Overall Score

Andrew scores 71 on Managing Remote Communication which indicates Andrew probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

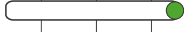





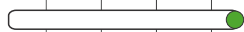
### Overall Percentage of Suitability Fit = 71%



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
<b>Collaborative:</b> <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 somewhat negative impact on this behavioral competency.	4.7											
<b>Influencing:</b> <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	
<b>Wants To Lead:</b> <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 positive impact on this behavioral competency.		9.2												
<b>Analytical:</b> <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												
<b>Enlists Cooperation:</b> <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												
<b>Open / reflective:</b> <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												
<b>Optimistic:</b> <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												
Desirable traits <i>(in order of importance)</i>		Negative Impact <												
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
<b>Assertive:</b> <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												
<b>Diplomatic:</b> <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												



<b>Desirable traits</b> <i>(in order of importance)</i>		<span style="color: red;">Negative Impact &lt;</span>					
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Helpful:</b> <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						
<b>Self-acceptance:</b> <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						
<b>Stress Management:</b> <i>The tendency to be relaxed while at the same time managing stress well when it occurs</i> Narrative: Andrew has only a moderate tendency to be relaxed while at the same time managing stress well when it occurs. This will probably be sufficient for this behavioral competency.	4.9						
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9						
<b>Frank:</b> <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						
<b>Teaching:</b> <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						
<b>Traits to avoid</b> <i>(in order of importance)</i>		<span style="color: red;">Negative Impact &lt;</span>					
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Blunt:</b> <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
<p><b>Defensive:</b> <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><b>Dogmatic:</b> <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><b>Dominating:</b> <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><b>Evasive:</b> <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><b>Harsh:</b> <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><b>Insensitive:</b> <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p><b>Permissive:</b> <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						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Defers Decisions:</b> <i>The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions</i> Narrative: Andrew probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.	0.0						
<b>Inconclusive:</b> <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						
<b>Cool Permissiveness:</b> <i>The tendency to lack warmth while at the same time avoiding enforcing necessary rules</i> Narrative: Andrew probably has no significant tendency to lack warmth while at the same time avoiding enforcing necessary rules. This will probably NOT hinder this behavioral competency.	0.0						