Report for

Andrew Johns

Date of completion 19/04/2019

Behavioural Success Analysis
Suitability Interview Guide
How To Attract This Candidate
Engagement and Retention Analysis

PENTAPYRAMID BUILDING YOUR CAPACITY

HARRISON assessments

Understanding Harrison Assessments

This introduction enables you to better understand how to get the most from your Harrison Reports.

Your Role, Interactions, and Current Issues

Before reviewing your Harrison Reports, reflect on the following and write down some brief answers:

Your Role: What are your key responsibilities? (For example: Managing others' performance, formulating strategies, innovating, implementing, or selling).

Your Interactions: What types of interactions do you have with others? (For example: brainstorming, holding others' accountable, influencing ideas, making collaborative decisions, providing clarity around objectives or priorities, or responding to others' needs).

Current Issues: Which of your responsibilities do you think are going well? What aspects of your job do you find most challenging? What do you want to improve?

The above issues provide a context for better understanding your reports.

What Harrison Measures

Harrison measures behavioral tendencies, interests, and preferences. We don't put people in boxes with labels like general personality assessments do. The purpose is to help you navigate your career by identifying your key strengths, best roles, and potential derailers.

Enjoyment Performance Theory - The first of two Harrison Theories

When we enjoy a task or behavior, we tend to do it more often and get better at it.

This elicits positive feedback or a sense of satisfaction, reinforcing our enjoyment and tendency. The cycle repeats.

When we don't enjoy a task or behavior, we tend to avoid it and we don't get better at it.

This elicits negative feedback or a sense of dissatisfaction, reinforcing our dislike to be an avoidance. The cycle repeats.

Focus on Trait Definitions

Trait names appearing on the reports have a definition next to it. Focus on the definition because the meaning can often be misinterpreted. What is measured is the definition, not the trait name. For example, Harrison's definition for Assertive is "the tendency to put forth one's own wants and needs". It does not mean being pushy or aggressive.

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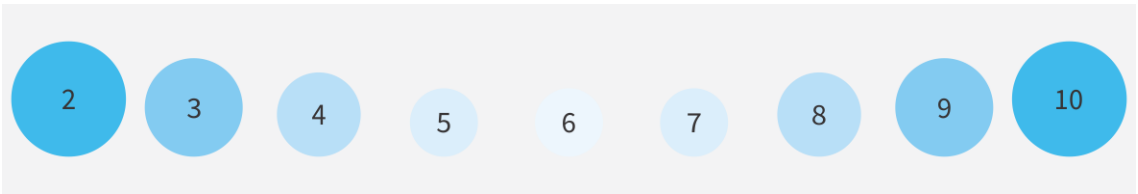
The Harrison Measurement Scale

Traits are measured on a 2 to 10 scale with your strongest preference and tendency being 10 and your lowest preference and tendency being 2. A score of 6 is the midpoint in which you neither like or dislike that factor. The intensity of the preference/tendency starts from 6 (the midpoint) and accelerates in both directions. A score above 9 indicates an extremely strong preference/tendency and a score below 3 indicates an extremely strong preference not to do it.



Strongly prefer not to do | Neutral | Strong tendency to do

Reliability

Each questionnaire result has a reliability percentage, which is displayed in the upper left on the first page of each report. Eighty percent or greater indicates your answers were truthful, self-aware, and you were paying attention.

Highlighted Traits Relate to Your Job

On some reports, factors have highlights indicating a specific job was selected when running the report. If the trait has a green highlight, a high score (the higher the better) is likely to contribute to job satisfaction and success for that job. If the trait has a blue highlight, a lack of that trait (a score of less than 5) could hinder your satisfaction and success for that job.

Harrison Paradox Theory - The Second of Two Theories

A paradox is two ideas that may appear contradictory but are in fact both true. For example, 'Sometimes less is more' seems contradictory but most people have experienced that fewer words can sometimes communicate more effectively.

This report focuses on 12 pairs of paradoxical traits which may appear to be opposite but are in fact complementary and synergistic. You will have a genuine strength if you are strong on both traits of a paradoxical pair. For example, being both frank and diplomatic is more likely to achieve the goal of getting one's communication across. Conversely, if only one trait of a paradoxical pair is strong, the apparent strength becomes a derailer with likely unintended consequences. For example, frankness without diplomacy is bluntness which is likely to hinder getting one's communication across.

For more information on Harrison Paradox Theory, see the Paradox Report.

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REPORT FOR
Andrew Johns

DATE OF COMPLETION
19/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANISATION
Pentapyramid LLC

About This Report

This report compares your preferred behaviours and tendencies with the preferred behaviours and tendencies of successful people in the Bank Teller position. This information can provide valuable insights into how you could become more successful. Your results are an indication of your similarity to successful people. The scores are not an evaluation of your current performance and they do not take into consideration your education, experience or other qualifications.

These behavioural success factors have been determined through 30 years of extensive performance research. Although they may vary somewhat in different organisations, it should provide some learning that can advance your career.

How to Read the Graph

The Overall Percentage of Similarity indicates how similar your scores are to typical successful people in your position.

Traits are on the left along with the definition of the trait, your score on a scale of 10, and a description of your likely behaviour. The definition is what is being measured, not the name of the trait which can be misinterpreted.

The graph represents the probable impact of your score on job satisfaction and success. The coloured ball reflects the likely impact of your trait score. The box surrounding the ball is the range of impact for that trait. Positive impacts are green. Moderate negative impacts are yellow. Substantial negative impacts are red.

Categories of Factors in this Report

Success Traits can have a positive or negative impact on success for this job and successful people tend to have higher scores.

Traits that Can Hinder if Low can only have a negative impact if the person's score is less than five. High scores don't have a positive impact.

Negative Traits that Can Hinder are inherently negative traits. The ideal score is zero which indicates you don't have that trait. Higher scores have a greater negative impact on success.

How to Get the Most from This Report

Consider how the Success Factors with positive impact (green) have helped you in this position. These are strengths that can maximize your success. Then consider how yellow or red factors might be hindering your success and reflect on possible adjustments. Focus on the traits with the largest gaps between the ball and the right side of the bar because they have the greatest potential for improvement.

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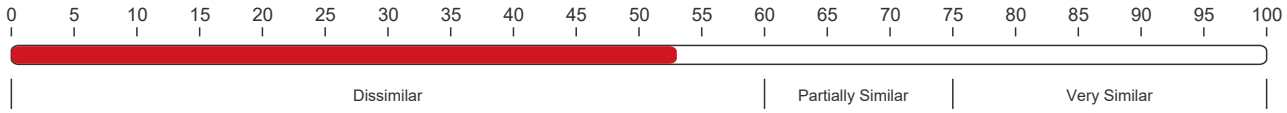
Overall Percentage of Similarity



The Overall Percentage of Similarity is a summary of the impact of all your scores related to the typical success factors for this job. Your score is 53 which means that while it is possible to be satisfied and successful in this position, your likely behaviours are currently not aligned with the behavioural success factors. It is quite possible that you will not receive satisfaction from this job. Consider roles or responsibilities you might enjoy more.

Success Traits

Can have a positive or negative impact on success. Higher scores are better.

Likely Negative Impact < > Likely Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Numerical: *The enjoyment of counting, calculating, or analysing quantities using mathematics* Narrative: Andrew enjoys working with numbers. Andrew's degree of enjoyment of working with numbers will probably have a slightly positive impact on job satisfaction and/or performance.	**8.0**											
Organised: *The tendency to place and maintain order in an environment or situation* Narrative: Andrew probably prefers not to do much organising. He may do the minimum amount of organising necessary and may occasionally lose efficiency. Andrew's degree of being organised will probably have a somewhat negative impact on job satisfaction and/or performance.	**3.9**											
Precise: *The enjoyment of work that requires being exact and the tendency to be detail oriented* 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. Andrew's degree of enjoyment of precision tasks will probably have a negative impact on job satisfaction and/or performance.	**2.3**											
Takes Initiative: *The tendency to perceive what is necessary to be accomplished and to proceed on one's own* 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. Andrew's degree of initiative will probably have a somewhat positive impact on job satisfaction and/or performance.	**8.7**											

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Success Traits

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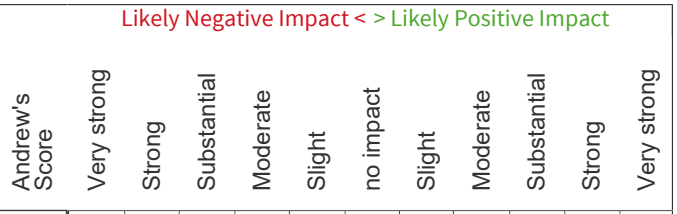


Clerical:
The enjoyment of tasks such as typing or filing or organising information

Narrative: Andrew dislikes clerical work and probably tends to avoid it. Andrew's degree of enjoyment of clerical work will probably have a negative impact on job satisfaction and/or performance.

2.5

Helpful:
The tendency to respond to others' needs and assist or support others to achieve their goals

Narrative: Andrew tends to be extremely helpful and conscious of others' needs. Andrew's helpfulness will probably have a positive impact on job satisfaction and/or performance.

9.9

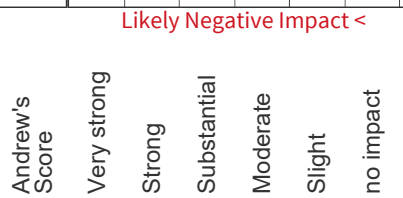
Public Contact:
The tendency to feel comfortable with interacting directly with a wide range of people representative of general society

Narrative: Andrew generally enjoys working with the general public and is probably reasonably comfortable doing so. Andrew's degree of enjoyment of working with the general public is sufficient for this job.

7.2

Traits that Can Hinder if Low

Can only have a negative impact if the person's score is less than five. High scores don't have a positive impact.



Computers:
The enjoyment of working with electronic machines that calculate, store, or analyse information

Narrative: Andrew generally enjoys working with computers. Andrew's degree of enjoyment of working with computers is sufficient for this job.

6.6

Diplomatic:
The tendency to state things in a tactful manner

Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. Andrew's degree of diplomacy is sufficient for this job.

8.6

Optimistic:
The tendency to believe the future will be positive

Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. Andrew's degree of optimism is sufficient for this job.

9.5

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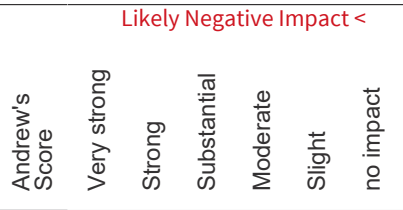
Traits that Can Hinder if Low

Can only have a negative impact if the person's score is less than five. High scores don't have a positive impact.



	Andrew's Score
Outgoing: *The tendency to be socially extroverted and the enjoyment of meeting new people* Narrative: Andrew enjoys meeting new people and is probably very outgoing. Andrew's degree of enjoyment of meeting new people is sufficient for this job.	**9.2**
Warmth / empathy: *The tendency to express positive feelings and affinity towards others* Narrative: Andrew frequently expresses warmth and empathy. Andrew's degree of expressing warmth and empathy is sufficient for this job.	**9.9**
Analytical: *The tendency to logically examine facts and situations (not necessarily analytical ability)* Narrative: Andrew tends to analyse problems and decisions and enjoys it. Andrew's degree of enjoyment of analysing problems is sufficient for this job.	**7.5**
Systematic: *The enjoyment of tasks that require carefully or methodically thinking through steps* Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. Andrew's degree of being systematic will probably have a slightly negative impact on job satisfaction and/or performance.	**4.1**
Finance / business: *The interest in commerce or fiscal management* Narrative: Andrew is fairly interested in business or finance. Andrew's level of interest in business or finance is sufficient for this job.	**7.0**
Tolerance Of Structure: *The tolerance of following rules, schedules, and procedures created by someone else* Narrative: Andrew may dislike having to follow extensive rules and procedures set by someone else and thus may sometimes neglect to follow them. Andrew's degree of tolerance of structure is sufficient for this job.	**3.3**
Analyses Pitfalls: *The tendency to scrutinise potential difficulties related to a plan or strategy* Narrative: Andrew usually does not enjoy analysing 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 Andrew's degree of enjoyment of analysing potential difficulties is sufficient.	**3.8**

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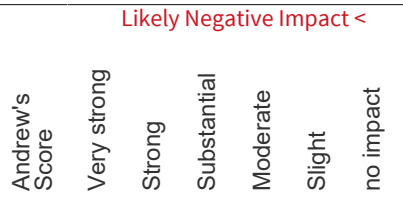
Traits that Can Hinder if Low

Can only have a negative impact if the person's score is less than five. High scores don't have a positive impact.



Enthusiastic:
The tendency to be eager and excited toward one's own goals

Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organisation's objectives, he will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his goals is sufficient for this job.

8.2

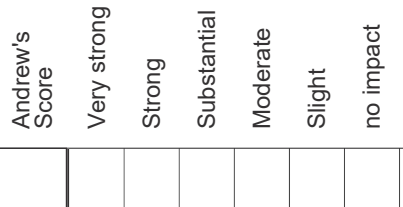
Wants Challenge:
The willingness to attempt difficult tasks or goals

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. Andrew's degree of drive to achieve challenging objectives is sufficient for this job.

9.4

Traits that Can Hinder

Are inherently negative traits. The ideal score is 0 which indicates you don't have that trait. Higher scores have a greater negative impact on success.



Pay Minus Motivation:
The tendency to have a desire for money that is greater than the personal drive necessary to earn it

Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. Andrew's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.

0.0

Blunt:
The tendency to be frank or direct without being sufficiently tactful or diplomatic

Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.

0.0

Defensive:
The tendency to be self-accepting without sufficiently intending to improve

Narrative: Andrew probably does not have a significant degree of defensiveness. Andrew's degree of defensiveness will NOT hinder performance.

0.3

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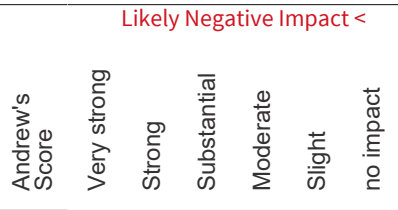
Traits that Can Hinder

Are inherently negative traits. The ideal score is 0 which indicates you don't have that trait. Higher scores have a greater negative impact on success.



	Andrew's Score
Dogmatic: *The tendency to be certain of opinions without sufficiently being open to different ideas* Narrative: Andrew probably does not have a significant degree of being dogmatic. Andrew's degree of being dogmatic will NOT hinder performance.	**0.0**
Harsh: *The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic* Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. Andrew's degree of harshness will NOT hinder performance.	**0.0**
Fast But Imprecise: *The tendency to work quickly without sufficient attention to detail or accuracy* Narrative: Andrew probably has an extremely strong tendency to be fast but imprecise. Andrew may create problems with quality of output unless monitoring is applied. Andrew's degree of being fast but imprecise will probably have a negative impact on job satisfaction and/or performance.	**7.9**
Rebellious Autonomy: *The tendency to seek freedom from authority without taking sufficient and appropriate initiative* Narrative: Andrew probably does not have a significant degree of rebellious autonomy. Andrew's degree of rebellious autonomy will NOT hinder performance.	**0.9**

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REPORT FOR
Andrew Johns

DATE OF COMPLETION
19/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANISATION
Pentapyramid LLC

Introduction

Suitability

The questions on the left are key suitability questions that are suggested for each suitability factor. These are listed in descending order with traits having the greatest impact listed first.

The answer options on the right are to be scored by the interviewer, based on asking the interview question, and applying the criteria stated on the section marked 'Look For...'

At the end of the interview, enter these scores into the Harrison Assessments system to calculate the interview score and overall score.

After you have entered these scores, if you then print this report, it will show your scores for informational purposes.

Suitability

Helpful

Describe a recent work situation in which you responded to a co-worker's needs or supported a co-worker to achieve his/her goals.

Look For...

Andrew's enjoyment of helping a co-worker, and especially the degree of helpfulness he exhibited. The more Andrew has of this trait, the more likely he will perform well.

- ○ Ideal
- ○ Excellent
- ○ Good
- ○ Average
- ○ Mediocre
- ○ A Little Lacking
- ○ Somewhat Lacking
- ○ Lacking
- ○ Very Lacking
- ○ Extremely Lacking
- ○ Unacceptable

Takes Initiative

Give me an example of a time when you perceived a need in your organisation and took steps to fulfil that need without being asked to do so.

Look For...

Andrew's degree of initiative and appropriateness of initiative. The more Andrew has of this trait, the more likely he will perform well.

- ○ Ideal
- ○ Excellent
- ○ Good
- ○ Average
- ○ Mediocre
- ○ A Little Lacking
- ○ Somewhat Lacking
- ○ Lacking
- ○ Very Lacking
- ○ Extremely Lacking
- ○ Unacceptable

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Suitability

Precise

Tell me some examples of you being exact or detail oriented in your work.

Look For...

Andrew's enjoyment of precision tasks, the quality of his examples, and the relevance of the examples to the position. The more Andrew has of this trait, the more likely he will perform well.

- ○ Ideal
- ○ Excellent
- ○ Good
- ○ Average
- ○ Mediocre
- ○ A Little Lacking
- ○ Somewhat Lacking
- ○ Lacking
- ○ Very Lacking
- ○ Extremely Lacking
- ○ Unacceptable

Clerical

In what ways have you demonstrated your enjoyment of clerical work?

Look For...

Andrew's enjoyment of tasks such as typing or filing or organising information and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he will perform well.

- ○ Ideal
- ○ Excellent
- ○ Good
- ○ Average
- ○ Mediocre
- ○ A Little Lacking
- ○ Somewhat Lacking
- ○ Lacking
- ○ Very Lacking
- ○ Extremely Lacking
- ○ Unacceptable

Organised

Tell me some examples of you effectively organising your work.

Look For...

Andrew's enjoyment of organising, the quality of his examples, and the relevance of the examples to the position. The more Andrew has of this trait, the more likely he will perform well.

- ○ Ideal
- ○ Excellent
- ○ Good
- ○ Average
- ○ Mediocre
- ○ A Little Lacking
- ○ Somewhat Lacking
- ○ Lacking
- ○ Very Lacking
- ○ Extremely Lacking
- ○ Unacceptable

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Suitability

Public Contact

In what ways have you demonstrated an enjoyment of working with the general public?

Look For...

Andrew's enjoyment of and comfort with interacting with the general public, and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he will perform well.

- ○ Ideal
- ○ Excellent
- ○ Good
- ○ Average
- ○ Mediocre
- ○ A Little Lacking
- ○ Somewhat Lacking
- ○ Lacking
- ○ Very Lacking
- ○ Extremely Lacking
- ○ Unacceptable

Numerical

In what ways have you demonstrated your enjoyment of working with numbers?

Look For...

Andrew's enjoyment of working with numbers and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he will perform well.

- ○ Ideal
- ○ Excellent
- ○ Good
- ○ Average
- ○ Mediocre
- ○ A Little Lacking
- ○ Somewhat Lacking
- ○ Lacking
- ○ Very Lacking
- ○ Extremely Lacking
- ○ Unacceptable

Overall Notes/Score

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How To Attract This Candidate

Report for Andrew Johns
Compared to: Bank Teller #PE086-167 v20/03/2017

REPORT FOR
Andrew Johns

DATE OF COMPLETION
19/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANISATION
Pentapyramid LLC

This report identifies the key leverage points for Andrew that will help you to convince Andrew to work for your company.

The best candidates usually have multiple offers to consider. Use How to Attract this Candidate to obtain an understanding of what is most relevant to Andrew and emphasise how your organisation can meet these expectations. Start with the Essential Factors and move down to Important Factors and Other Factors to Consider.

Essential Factors to Consider

Andrew has an extremely optimistic and cheerful attitude. Andrew will be more attracted to work for your company if he believes that management and especially his supervisor will also have a positive attitude.

Andrew has a very strong desire to be helpful. Explain the ways in which this position will enable him to be helpful or supportive of others.

Andrew places a great deal of value on a warm and friendly work environment. If that is the case, discuss this aspect of your organisation with him.

Andrew places and extremely high value on having autonomy. Explain the ways in which this position might offer autonomy.

Important Factors to Consider

Andrew very much enjoys meeting new people and will be more motivated to work for you if Andrew believes he will have many opportunities to do so.

Andrew has a strong desire to have decision-making responsibility. Explain the ways in which this position will have decision-making authority.

Andrew is very motivated by opportunities to take initiative. To attract Andrew to work for your company, specify the areas in which he will be able to take initiative. If Andrew has strong eligibility, convince him that opportunities will be provided. If Andrew's experience and skills are at a developmental stage, convince him that the opportunities will be provided as his skills and experience are developed.

Andrew enjoys challenging tasks or projects. To attract Andrew to work for your company, explain the challenges the position will offer. Difficult challenges are motivating to him. If there are opportunities for advancement, explain those as well.

Andrew has a strong desire to have employment that he perceives to be of benefit to society. To attract Andrew to work for your company, explain the ways in which he could help society through his work in this position.

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Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. Thus, Andrew will be attracted to work for your company if you can elaborate on the ways in which he could take charge of a situation or lead others.

Other Possible Factors to Consider

Andrew enjoys brainstorming and will be more attracted to work for your company if he has some opportunities for brainstorming.

Andrew enjoys analysing problems. If the position involves analysing problems, explain how his natural tendencies could be very beneficial. Discuss the types of problems that can be analysed in this position.

Andrew enjoys persuading and influencing others. Andrew will be more attracted to work for your company if you explain in detail the opportunities he will have to influence management, co-workers, staff, or clients.

Andrew is enthusiastic about his goals. Ask Andrew about his goals. Try to gain a complete understanding of each of his major goals and acknowledge each major goal. Then discuss how Andrew's goals could be achieved in this position.

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Engagement and Retention Analysis

Report for Andrew Johns
Compared to: Bank Teller #PE086-167 v20/03/2017

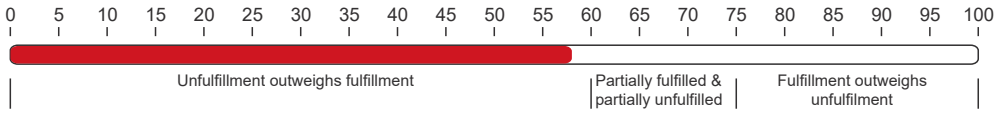
REPORT FOR
Andrew Johns

DATE OF COMPLETION
19/04/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANISATION
Pentapyramid LLC

Overall Fulfillment score = 58%



Engagement is the combination of being suitable for the job and fulfilling one's career expectations. This report focuses on the fulfillment aspects and should be considered in combination with the Job Success Analysis (Suitability) report.

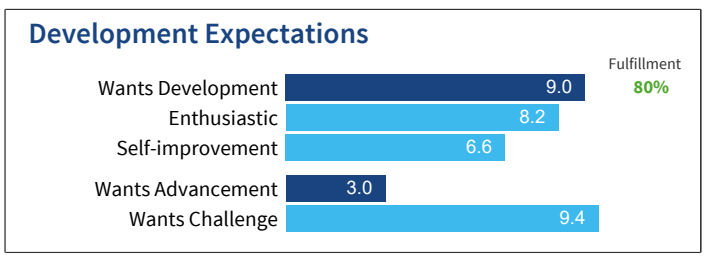
The overall fulfillment score measures the degree to which an individual's important expectations are fulfilled. It considers the importance given by Andrew to each employment expectation as well as their perceived level of fulfillment.

The Engagement & Retention report enables individuals and managers to enter fruitful discussions that establish mutually beneficial, long-term employment relationships.

How to Interpret

An overview of the eight areas of expectation is displayed on the following page. The bullet points below explain how to interpret the graph (see figure 1 below):

- The dark blue bars are the Individual's Expectations.
- The light blue bars are the Supporting Behaviors that help fulfill the corresponding expectation(s).
- The length of the bars reflect the strength of the expectations or supporting behaviors.
- Important Expectations are those the individual rated as 6 or greater in importance.
- Each Important Expectation has a Fulfillment percentage score to the right which indicates the degree to which the individual feels it is currently fulfilled (assuming this section of the SmartQuestionnaire was completed).
- Fulfillment scores follow a color code which is based on both the degree of expectation and the current fulfillment level - Green indicates discussion is probably not needed, Yellow indicates discussion may be needed and Red indicates discussion is urgently needed.



For Managers

Start by focusing on your team member's Red fulfillment scores. Explore their expectations and request examples and/or specifics regarding what is expected and what would be necessary from both the individual and the organization to fulfill this expectation.

For example if Wants Career Development is high then explore the specific type of career development the individual is seeking and how that might be fulfilled in the current job. Consider what the organization can offer and what would be expected from the individual.

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Engagement and Retention Analysis

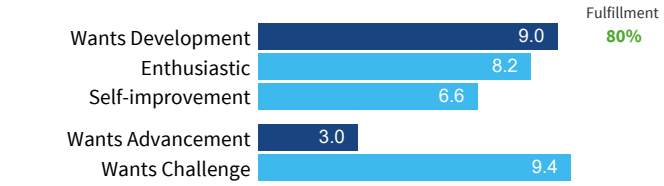
Report for Andrew Johns
Compared to: Bank Teller #PE086-167 v20/03/2017

For Individuals

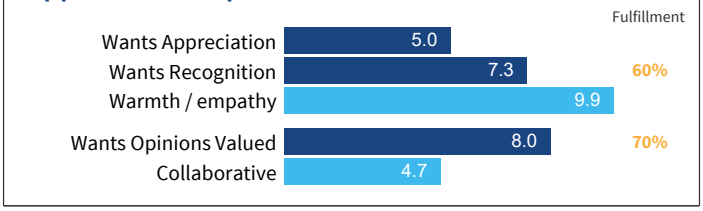
Start by reviewing the Green fulfillment scores to reinforce the areas where your expectations are mostly fulfilled. Then review the Yellow and Red fulfillment scores and identify the specific issues related to what you would like from the organization. Also consider the behaviors or contributions you might need to develop in order to achieve this expectation. Note strong scores on the Supporting Behaviors (light blue bars) are usually needed to fulfill the related expectation.

Overview

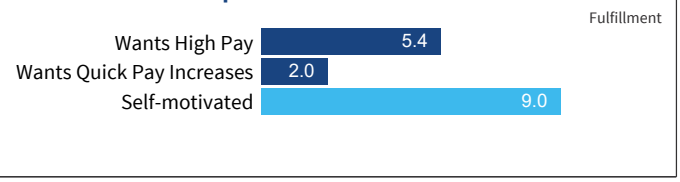
Development Expectations



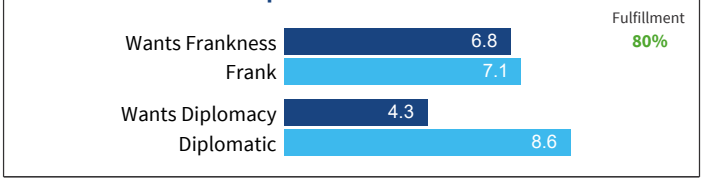
Appreciation Expectations



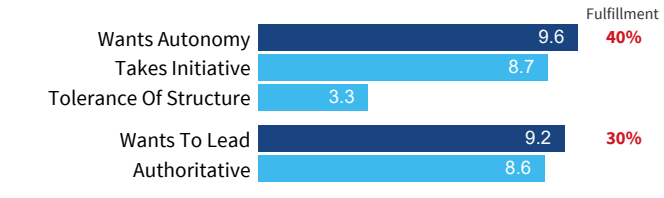
Remuneration Expectations



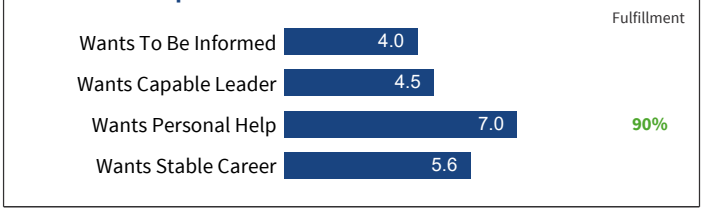
Communication Expectations



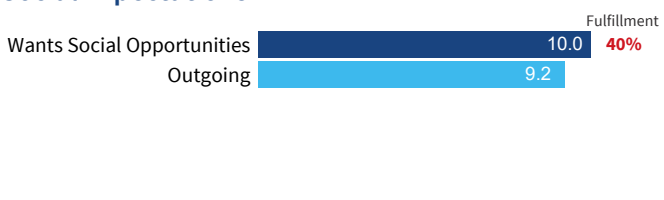
Authority Expectations



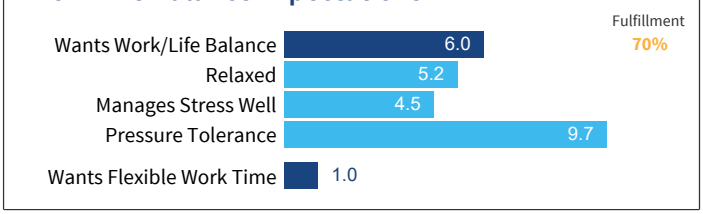
Personal Expectations



Social Expectations



Work Life Balance Expectations



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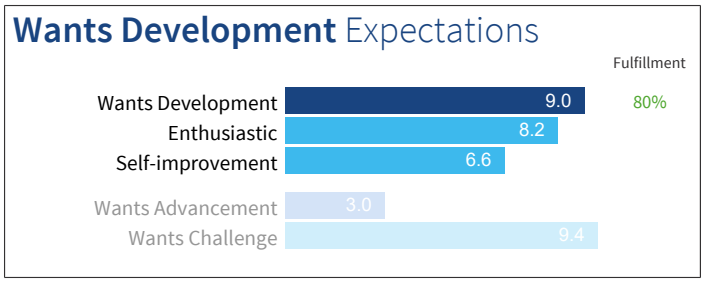
Development Expectations

This section analyses employee expectations for development opportunities, highlights related organisational behaviour, and provides guidelines for managing career development expectations. This section also shows the person's level of fulfillment for each expectation.



Wants Development: The desire to have work opportunities to learn new skills or increase abilities

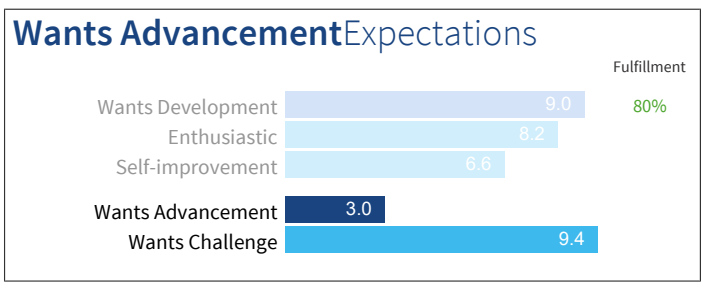
Enthusiastic: The tendency to be eager and excited toward one's own goals

Self-improvement: The tendency to attempt to develop or better oneself

Tendencies for Wants Development

Andrew considers career development to be very important and thus, it is very important to provide development opportunities. Andrew believes this expectation is reasonably likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. Andrew has a strong tendency to be clear about goals. Thus, he will probably have career development goals in mind. Discuss those goals to obtain a clear understanding before suggesting or creating a development plan.

Andrew considers self-improvement to be reasonably important and may be reasonably willing to develop new competencies related to career development.



Wants Advancement: The desire to have work opportunities to expand one's career or responsibilities

Wants Challenge: The willingness to attempt difficult tasks or goals

Tendencies for Wants Advancement

Andrew considers career advancement to be unimportant and thus, it is unimportant to provide information about advancement opportunities that are available and what is required to achieve them. Andrew is very willing to pursue difficult challenges related to career advancement. If advancement is considered, he will probably embrace any challenges related to advancement.

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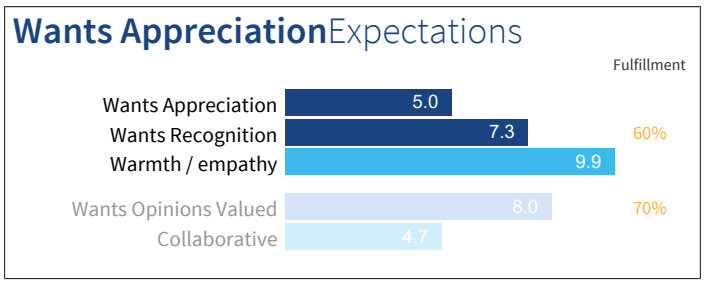
Appreciation Expectations

This section analyses employee expectations and organisational behaviour related to giving and receiving appreciation and provides guidelines for managing the need for recognition. This section also shows the person's level of fulfillment for each expectation.



Wants Appreciation: The desire to have an employer who expresses appreciation for one's work

Wants Recognition: The desire for positive acknowledgement (from others) related to one's abilities and strengths

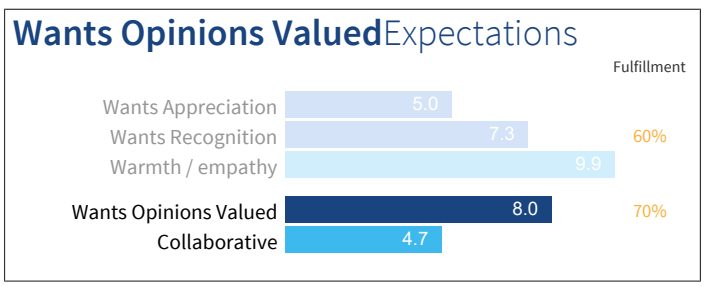
Warmth / empathy: The tendency to express positive feelings and affinity towards others

Tendencies for Wants Appreciation

Andrew considers receiving appreciation to be only moderately important. It is only moderately important for management to communicate sincere appreciation for work contributions.

Andrew considers receiving recognition to be reasonably important. Consequently, it is reasonably important to find ways to provide recognition. This type of recognition should be related to acknowledging his strengths and capabilities. Giving more decision-making authority would be an excellent means of giving recognition. Giving greater autonomy would also be considered as recognition. Andrew believes this expectation is moderately likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

Andrew has an extremely strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.



Wants Opinions Valued: The desire to have an employer who listens and gives importance to one's views

Collaborative: The tendency to collaborate with others when making decisions

Tendencies for Wants Opinions Valued

Andrew considers it to be important for others to consider and value his opinions. Therefore, it is important that management listens to, acknowledges, and encourages his opinions. Andrew believes this expectation is possible to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. Andrew has only a moderate tendency to be collaborative with regards to making decisions. This could hinder others from being more receptive and encouraging to his opinions.

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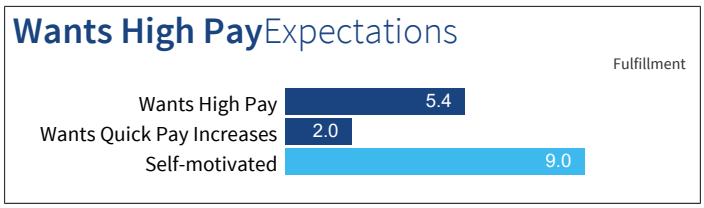
Remuneration Expectations

This section analyses employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to Andrew's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates how quickly it is desired. This section also shows the person's level of fulfillment for each expectation.



Wants High Pay: The desire to earn greater remuneration

Wants Quick Pay Increases: The desire to have an employer who offers relatively frequent pay increases

Self-motivated: The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

Tendencies for Wants High Pay

Andrew considers earning higher pay levels to be only moderately important and thus, it is only moderately important to carefully explain how higher pay can be achieved.

Andrew considers quick pay increases to be very unimportant. Consequently, Andrew is probably not going to be too impatient about achieving higher pay.

Andrew has a very strong tendency to be self-motivated independent of consideration about remuneration.

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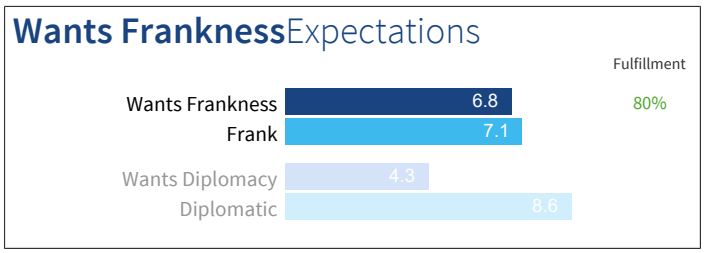
Communication Expectations

This section analyses communication expectations related to frankness and diplomacy. The scores on Wants Frankness, Wants Diplomacy, Frank and Diplomatic are compared to each other in a variety of ways to better understand expectations and behaviours related to communication. This section also shows the person's level of fulfillment for each expectation.

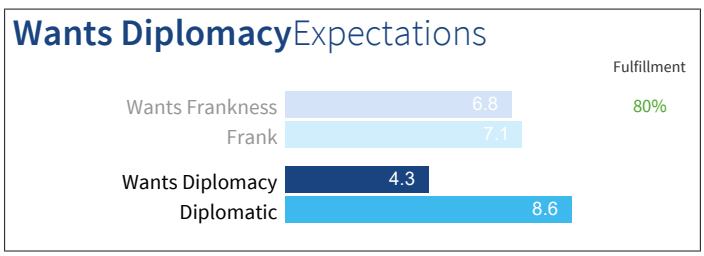


Wants Frankness: The desire for others to be direct, straightforward, and to the point

Frank: The tendency to be straightforward, direct, to the point, and forthright

Tendencies for Wants Frankness

Andrew has a reasonable desire for others to communicate in a frank and straightforward manner, including when giving feedback. Andrew believes this expectation is reasonably likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. Andrew has a reasonable tendency to be frank when communicating. Consequently, management needs to ensure performance feedback is given in a direct and clear manner.



Wants Diplomacy: The desire for others to be tactful

Diplomatic: The tendency to state things in a tactful manner

Tendencies for Wants Diplomacy

Andrew has little desire for others to be diplomatic during discussions and when giving feedback. Andrew has a very strong tendency to be diplomatic when communicating.

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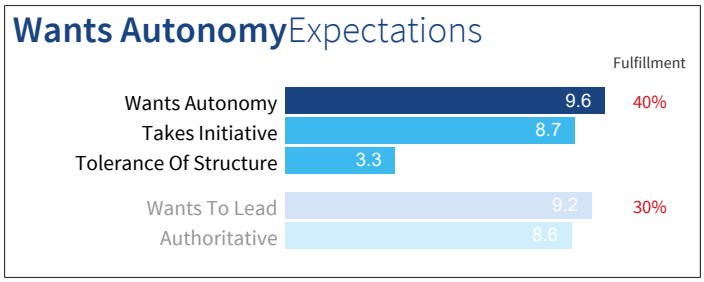
Authority Expectations

This section analyses issues related to authority including the relationship between the desire for autonomy and the level of initiative, the relationship between the desire to lead and the willingness to make decisions, and how one responds to structure. This section also shows the person's level of fulfillment for each expectation.



Wants Autonomy: The desire to have freedom or independence from authority

Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own

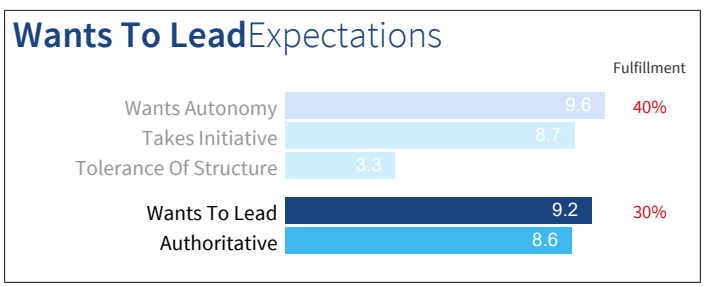
Tolerance Of Structure: The tolerance of following rules, schedules, and procedures created by someone else

Tendencies for Wants Autonomy

Andrew has an extremely strong desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy. Andrew believes this expectation is reasonably unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

Andrew has a very strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. He will have greater motivation if given opportunities to take initiative. Assuming Andrew has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

Andrew tends to be very hesitant to accept a great deal of structure placed on him by the organisation. Fortunately, his level of initiative is probably sufficient to self-manage without structure.



Wants To Lead: The desire to be in a position to direct or guide others

Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility

Tendencies for Wants To Lead

Andrew has a very strong desire to take a leadership role. Andrew believes this expectation is unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution. Andrew tends to be very willing to accept decision-making authority. Management needs to delegate decision-making opportunities to him whenever warranted.

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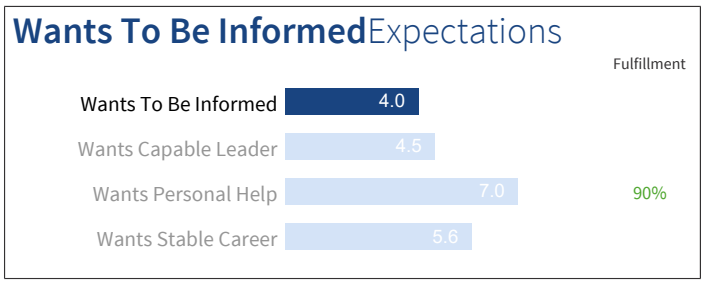
Personal Expectations

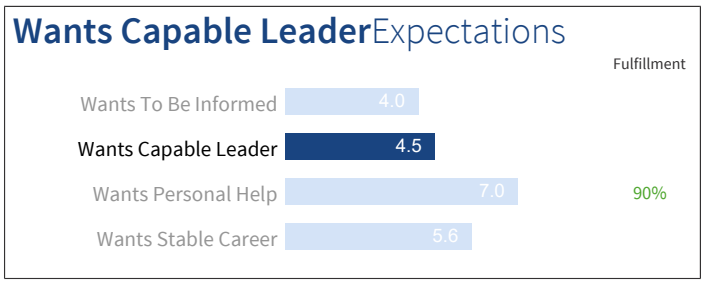
This section analyses various issues related to personal expectations including the desire to be informed, the importance of working for a leader perceived to be capable, the desire for personal help from an employer, and the importance given to having a stable job. It includes guidelines on how to manage strong expectations in those areas. This section also shows the person's level of fulfillment for each expectation.



Wants To Be Informed: The desire to have an employer who freely shares information related to one's work or job

Tendencies for Wants To Be Informed

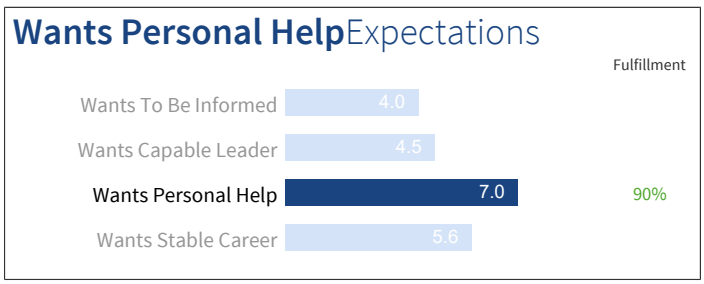
Andrew has little desire to be informed related to company information.



Wants Capable Leader: The desire to have a leader one perceives to be capable

Tendencies for Wants Capable Leader

Working for a capable leader is only moderately important to him.



Wants Personal Help: The desire to receive some form of employer support related to one's personal difficulties

Tendencies for Wants Personal Help

Andrew considers receiving personal help from the employer to be reasonably important. It is important to find out the type of personal help Andrew wants and take the necessary actions wherever feasible. Andrew believes this expectation is very likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

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Wants Stable Career: The desire for long-term or permanent employment

Tendencies for Wants Stable Career

Andrew considers having a stable career to be moderately important. Andrew believes this expectation is reasonably likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

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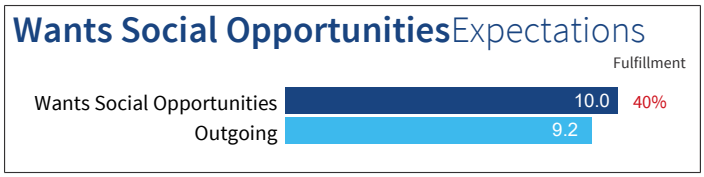
Social Expectations

This section analyses the desire for social opportunities at work in relationship to introversion and extroversion. It includes guidelines for managing strong social expectations. This section also shows the person's level of fulfillment for each expectation.



Wants Social Opportunities: The desire to have a workplace that enables one to meet and interact with others

Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people

Tendencies for Wants Social Opportunities

Andrew has an extremely strong desire to have social opportunities related to work. Consider ways the company could facilitate social interaction. Andrew believes this expectation is reasonably unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

Andrew has a very strong tendency to be outgoing. Since Andrew tends to be outgoing, you probably only need to organise some employee social events to help fulfill this desire.

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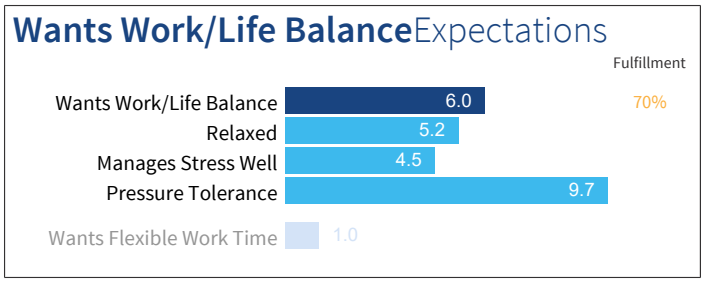
Work Life Balance Expectations

This section analyses issues related to the desire for work life balance related to stress management and levels of stress. It also examines expectations for flexible work time and tolerance related to tight schedules and deadlines. This section also shows the person's level of fulfillment for each expectation.



Wants Work/Life Balance: The desire to have sufficient time away from work for rest, enjoyment, or family

Relaxed: The tendency to feel at ease or calm while working

Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs

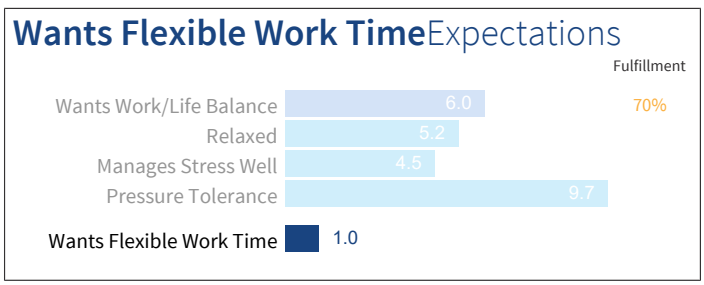
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules

Tendencies for Wants Work/Life Balance

Andrew considers having work-life balance to be moderately important. Andrew believes this expectation is possible to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

Andrew tends to be only moderately effective managing stress when it occurs.

Andrew tends to be extremely willing to deal with the pressure of tight schedules and deadlines.



Wants Flexible Work Time: The desire to have flexible working hours or holiday schedules

Tendencies for Wants Flexible Work Time

Andrew considers having flexible work time to be very unimportant. Andrew has a tendency to be only moderately relaxed and easy going.

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