

Report for
Andrew Jones

Date of completion 04/20/2019



Remote Work Analysis
Behavioral Success Analysis
Engagement and Retention Analysis

REPORT FOR
Andrew Jones

DATE OF COMPLETION
04/20/2019

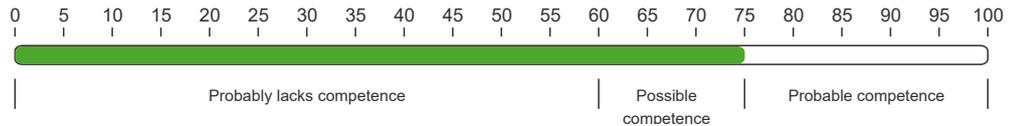
RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
New Demo Data

Overview

This report focuses on the three components needed to successfully 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 Work = 75%



Remote Work Assessments

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

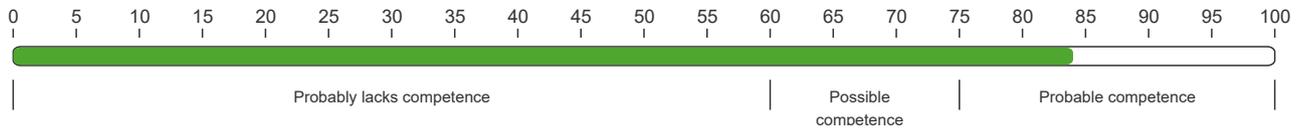
Assessment Scores



Remote Work 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 = 84%



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										
Remote Productivity: <i>Stays focused and productive while working remotely. Effectively works autonomously by taking initiative and persisting despite potential distractions. Keeps organized and focused on goals. Has a positive attitude and seeks self-improvement.</i>	8.5																					
Remote Communication: <i>Takes the initiative to communicate and collaborate to improve efficiency. Has a positive attitude and listens with an open mind. Doesn't take things personally and is receptive to feedback. Seeks to ensure their communications are received by being straightforward while also being respectful. Communicates clearly and logically while also being sensitive to others.</i>	7.9																					

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Remote Productivity

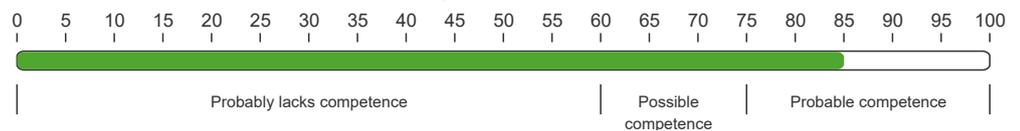
Stays focused and productive while working remotely. Effectively works autonomously by taking initiative and persisting despite potential distractions. Keeps organized and focused on goals. Has a positive attitude and seeks self-improvement.

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

Overall Score

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

Overall Percentage of Suitability Fit = 85%



Essential traits

(in order of importance)

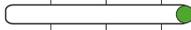
Negative Impact < > Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i></p> <p>Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably have a somewhat positive impact on this behavioral competency.</p>	8.7											
<p>Wants Autonomy: <i>The desire to have freedom or independence from authority</i></p> <p>Narrative: Andrew has an extremely strong desire for autonomy. This will probably have a positive impact on this behavioral competency.</p>	9.6											

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact										
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
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											
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											
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 somewhat positive impact on this behavioral competency.	9.5											
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											
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably have a slightly negative impact on this behavioral competency.	3.9											
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											

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably have a slightly negative impact on this behavioral competency.	4.5						
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						
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						
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						
Authoritative: <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 be sufficient for this behavioral competency.	8.6						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably 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
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						
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						
Avoids Decisions: <i>The tendency to avoid decision-making authority as well as collaborative decisions-making</i> Narrative: Andrew probably has no significant tendency to avoid decision-making authority as well as collaborative decisions-making. 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						
Unresourceful: <i>The tendency to avoid trying new things as well as having a lack of persistence</i> Narrative: Andrew probably has no significant tendency to avoid trying new things as well as having a lack of persistence. This will probably NOT hinder this behavioral competency.	0.0						
Defers Decisions: <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						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	1.4						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Non-finishing: <i>The tendency to experiment with different things without sufficiently persisting in a single direction</i> 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.	0.0						

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RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
New Demo Data

Remote Communication

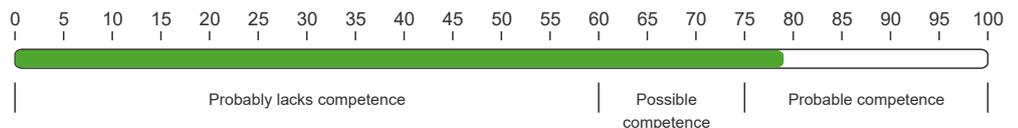
Takes the initiative to communicate and collaborate to improve efficiency. Has a positive attitude and listens with an open mind. Doesn't take things personally and is receptive to feedback. Seeks to ensure their communications are received by being straightforward while also being respectful. Communicates clearly and logically while also being sensitive to others.

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

Overall Score

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

Overall Percentage of Suitability Fit = 79%



Essential traits

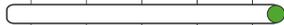
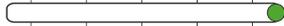
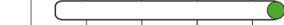
(in order of importance)

Negative Impact < > Positive Impact

	Andrew's Score	Impact Level																		
		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																			

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>Collaborative: <i>The tendency to collaborate with others when making decisions</i></p> <p>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.</p>	4.7												
<p>Healthy Self-Esteem: <i>The tendency to accept oneself while at the same time trying to improve oneself</i></p> <p>Narrative: Andrew has a reasonable degree of tendency to accept oneself while at the same time trying to improve oneself. This will probably have a slightly positive impact on this behavioral competency.</p>	6.8												
<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 have a slightly positive impact on 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 have a positive impact on this behavioral competency.</p>	9.5												
<p>Team: <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i></p> <p>Narrative: Andrew only moderately enjoys working in a team. This will probably have a somewhat negative impact on this behavioral competency.</p>	4.5												

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		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						
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						
Stress Management: <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						
Warmth / empathy: <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						
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						
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						
Tolerance Of Bluntness: <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	7.8						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0					
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.	0.3					
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					
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					
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					
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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Andrew Jones

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RELIABILITY - 99.2%

Answers were very likely accurate and truthful

ORGANIZATION

New Demo Data

About This Report

This report compares your preferred behaviors and tendencies with the preferred behaviors and tendencies of successful people in the Advertising Salesperson 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 behavioral success factors have been determined through 30 years of extensive performance research. Although they may vary somewhat in different organizations, 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 behavior. 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 colored 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.

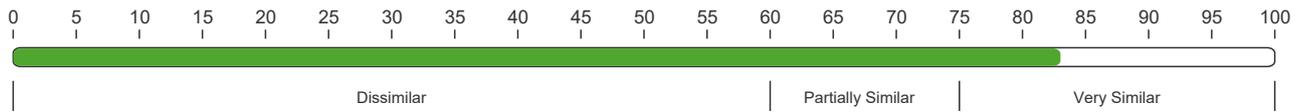
Traits that Can Hinder if Low can only have a negative impact if the person's score is less than five. High scores don't have a positive impact.

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.

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 83 which means your scores are similar to successful people in the Advertising Salesperson position. However, you could make adjustments that would help you to be even more successful.

Success Traits	Likely Negative Impact < > Likely Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Selling: The interest in convincing or influencing others to purchase a product or service</p> <p>Narrative: Andrew is only moderately interested in any aspect of selling. Andrew's level of interest in some aspects of selling will probably have a somewhat negative impact on job satisfaction and/or performance.</p>	5.0											
<p>Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own</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. Andrew's degree of initiative will probably have a somewhat positive impact on job satisfaction and/or performance.</p>	8.7											
<p>Optimistic: The tendency to believe the future will be positive</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. Andrew's degree of optimism will probably have a somewhat positive impact on job satisfaction and/or performance.</p>	9.5											
<p>Persistent: The tendency to be tenacious despite encountering significant obstacles</p> <p>Narrative: Andrew is very determined and perseveres with a task despite many obstacles. Andrew's tendency to be persistent will probably have a slightly positive impact on job satisfaction and/or performance.</p>	8.6											

Success Traits <i>Can have a positive or negative impact on success. Higher scores are better.</i>	Likely Negative Impact < > Likely Positive Impact											
	Andrew's Score	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. Andrew's degree of enjoyment of influencing will probably have a slightly positive impact on job satisfaction and/or performance.	8.1											
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. Andrew's degree of drive to achieve challenging objectives will probably have a somewhat positive impact on job satisfaction and/or performance.	9.4											
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. Andrew's degree of enjoyment of analyzing problems is sufficient for this job.	7.5											
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. Andrew's degree of enthusiasm for his goals will probably have a slightly positive impact on job satisfaction and/or performance.	8.2											
Finance / business: <i>The interest in commerce or fiscal management</i> 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											
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. Andrew's enjoyment of new people will probably have a slightly positive impact on job satisfaction and/or performance.	9.2											
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. Andrew's level of interest in some aspects of psychology will probably have a somewhat positive impact on job satisfaction and/or performance.	10.0											

Traits that Can Hinder if Low <i>Can only have a negative impact if the person's score is less than five. High scores don't have a positive impact.</i>		Likely Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
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. Andrew's degree of diplomacy is sufficient for this job.	8.6						
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. Andrew's degree of tolerance of pressure is sufficient for this job.	9.7						
Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. Andrew's degree of self-acceptance is sufficient for this job.	7.0						
Self-improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. Andrew's level of interest in self-improvement is sufficient for this job.	6.6						
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 Andrew's degree of enjoyment of analyzing potential difficulties is sufficient.	3.8						
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. Andrew's degree of enjoyment from collaborating is sufficient for this job.	4.7						
Computers: <i>The enjoyment of working with electronic machines that calculate, store, or analyze information</i> Narrative: Andrew generally enjoys working with computers. Andrew's degree of enjoyment of working with computers is sufficient for this job.	6.6						

Traits that Can Hinder if Low <i>Can only have a negative impact if the person's score is less than five. High scores don't have a positive impact.</i>		Likely Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. Andrew's degree of being organized is sufficient for this job.	3.9						
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. Andrew's degree of enjoyment of researching and learning new information will probably have a slightly negative impact on job satisfaction and/or performance.	3.4						
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 Andrew's degree of enjoyment of planning is sufficient for this job.	4.7						
Writing / language: <i>The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)</i> Narrative: Andrew has very little or no interest in writing or language. Andrew's level of interest in writing or language will probably have a somewhat negative impact on job satisfaction and/or performance.	2.0						
Artistic: <i>The enjoyment of making things look beautiful or attractive</i> Narrative: Andrew only moderately enjoys doing artistic tasks. Andrew's degree of enjoyment of artistic tasks is sufficient for this job.	5.4						
Driving: <i>The enjoyment of operating a motor vehicle</i> Narrative: Andrew usually prefers not to have to drive a vehicle while working. Andrew's degree of enjoyment of driving a vehicle is sufficient for this job.	4.0						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. Andrew's level of ability to manage stress is sufficient.	4.5						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Andrew is moderately interested in teaching or instructing others. Andrew's level of interest in teaching or instructing others is sufficient for this job.	5.8						

Traits that Can Hinder <i>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.</i>	Andrew's Score	Likely 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. Andrew's degree of defensiveness will NOT hinder performance.	0.3						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.	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. Andrew's degree of being dogmatic will NOT hinder performance.	0.0						

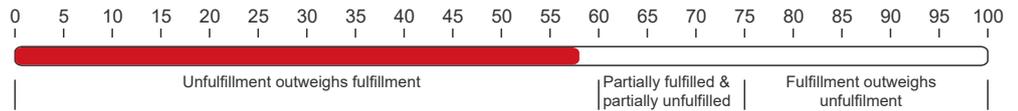
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RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
New Demo Data

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.

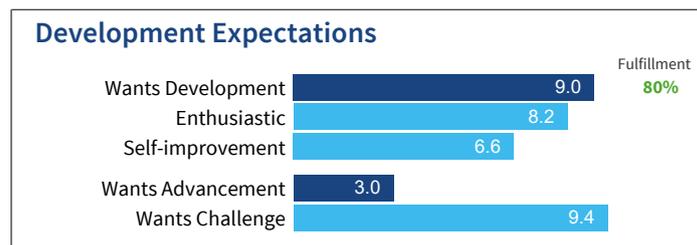
The overall fulfillment score measures the degree to which an individual's important expectations are fulfilled. It considers the importance given by Andrew to each employment expectation as well as their perceived level of fulfillment.

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.

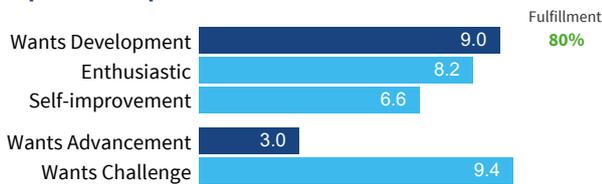
For example if Wants Career Development is high then explore the specific type of career development the individual is seeking and how that might be fulfilled in the current job. Consider what the organization can offer and what would be expected from the individual.

For Individuals

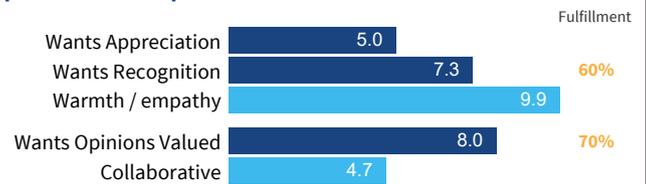
Start by reviewing the Green fulfillment scores to reinforce the areas where your expectations are mostly fulfilled. Then review the Yellow and Red fulfillment scores and identify the specific issues related to what you would like from the organization. Also consider the behaviors or contributions you 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

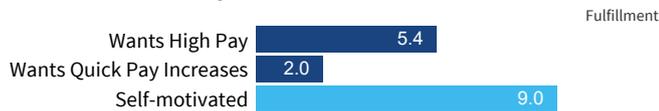
Development Expectations



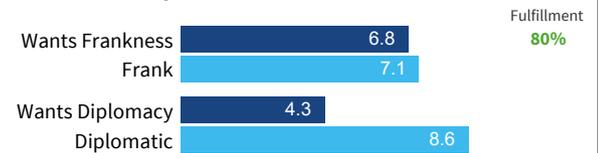
Appreciation Expectations



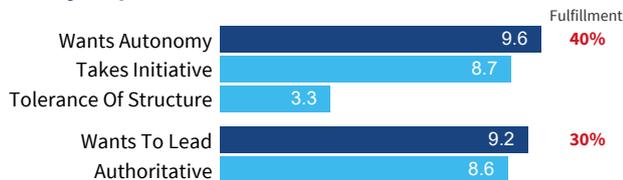
Remuneration Expectations



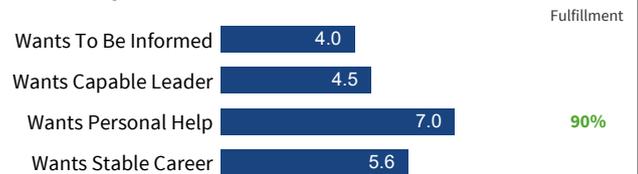
Communication Expectations



Authority Expectations



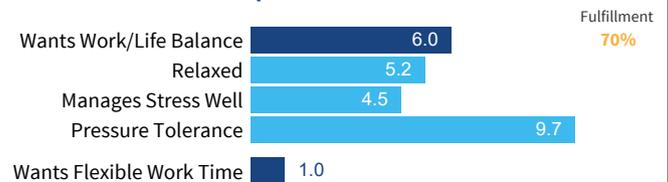
Personal Expectations



Social Expectations

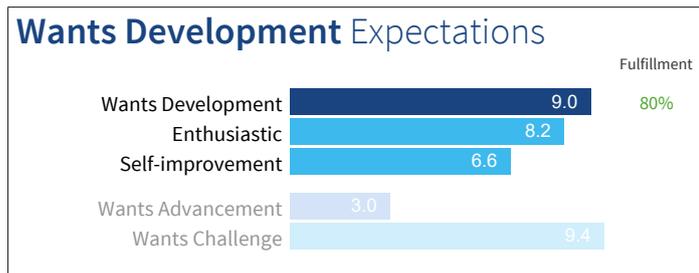


Work Life Balance Expectations



Development Expectations

This section analyzes employee expectations for development opportunities, highlights related organizational behavior, 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

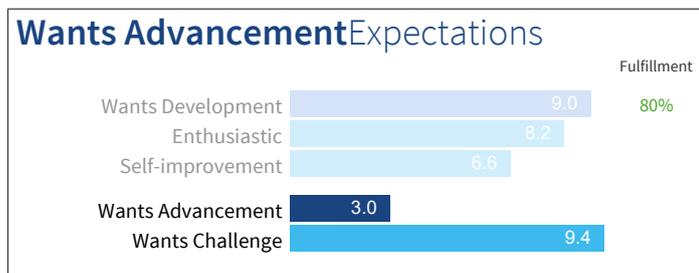
Enthusiastic: The tendency to be eager and excited toward one's own goals

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

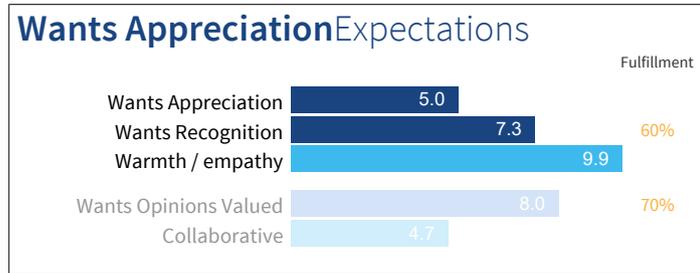
Wants Challenge: The willingness to attempt difficult tasks or goals

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.

Appreciation Expectations

This section analyzes employee expectations and organizational behavior 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

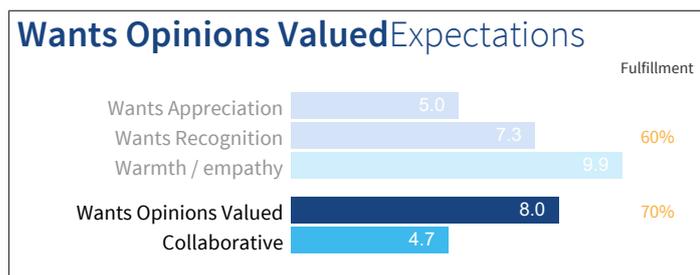
Warmth / empathy: The tendency to express positive feelings and affinity toward others

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.

Remuneration Expectations

This section analyzes 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 Expectations

Fulfillment



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

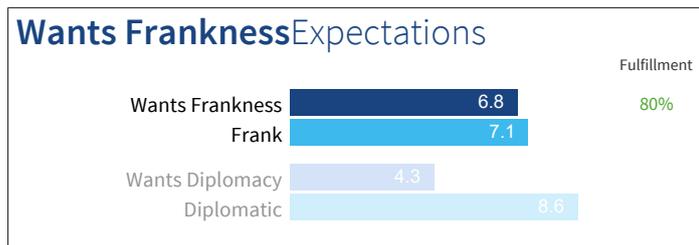
Andrew considers earning higher pay levels to be only moderately important and thus, it is only moderately important to carefully explain how higher pay can be achieved.

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.

Communication Expectations

This section analyzes 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 behaviors related to communication. This section also shows the person's level of fulfillment for each expectation.

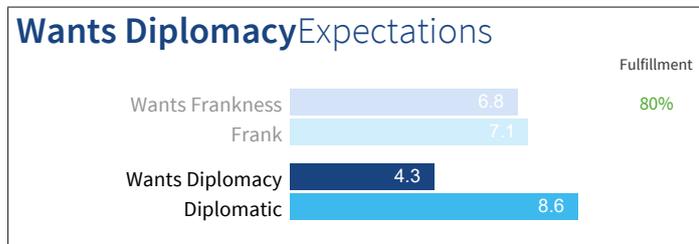


Wants Frankness: The desire for others to be direct, straightforward, and to the point

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

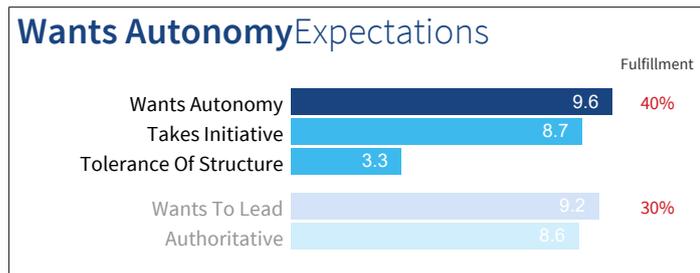
Diplomatic: The tendency to state things in a tactful manner

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.

Authority Expectations

This section analyzes 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

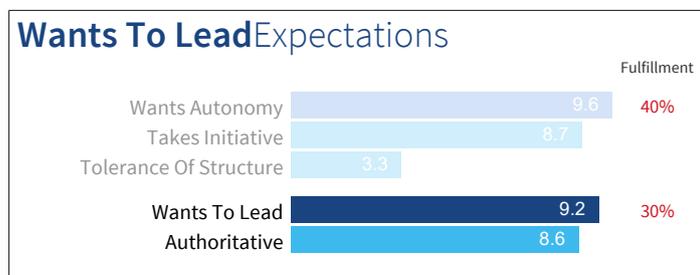
Tolerance Of Structure: The tolerance of following rules, schedules, and procedures created by someone else

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 organization. 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

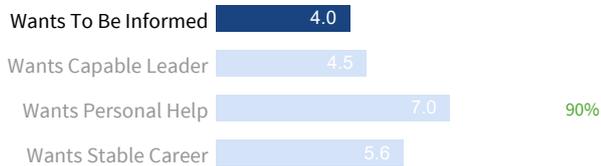
Andrew has a very strong desire to take a leadership role. Andrew believes this expectation is unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for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

Personal Expectations

This section analyzes 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 Expectations

Fulfillment



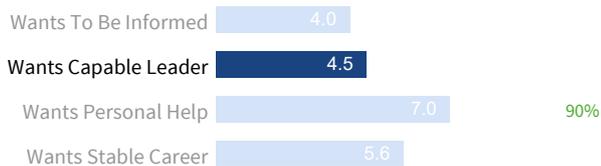
Wants To Be Informed: The desire to have an employer who freely shares information related to one's work or job

Tendencies for Wants To Be Informed

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

Wants Capable Leader Expectations

Fulfillment



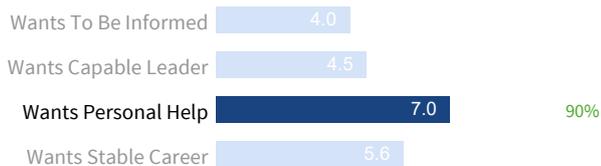
Wants Capable Leader: The desire to have a leader one perceives to be capable

Tendencies for Wants Capable Leader

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

Wants Personal Help Expectations

Fulfillment



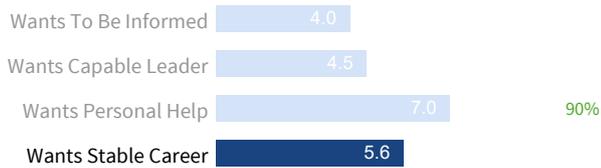
Wants Personal Help: The desire to receive some form of employer support related to one's personal difficulties

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.

Wants Stable Career Expectations

Fulfillment



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.

Social Expectations

This section analyzes 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 organize some employee social events to help fulfill this desire.

Work Life Balance Expectations

This section analyzes 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 has a tendency to be only moderately relaxed and easy going.

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.