



BEHAVIORAL IMPACT GRAPH

Andrew Jones Date Entered: 06/17/03

For Dawson Consulting Group

Compared to: Self-employed

ASSESSMENTS

The Behavioral Impact Graph compares Andrew to the behavioral competency of Self-employed. It indicates the likelihood that Andrew will demonstrate this behavioral competency given the results of his/her behavioral assessment. The traits required for this behavioral competency are listed in three categories: Essential Traits, Desirable Traits, and Traits to Avoid. The Essential Traits can have either a positive or negative impact on performance. The Desirable Traits can only have a negative impact. They require only a moderate score and thus will only have a negative impact if the trait is significantly weak. The score adjacent to the trait names indicates Andrew's score on that trait. The boxes to the right of each trait indicates the POTENTIAL impact of that trait on performance. The colored area within the box indicates the ACTUAL impact that Andrew's behavior will probably have related to that trait.



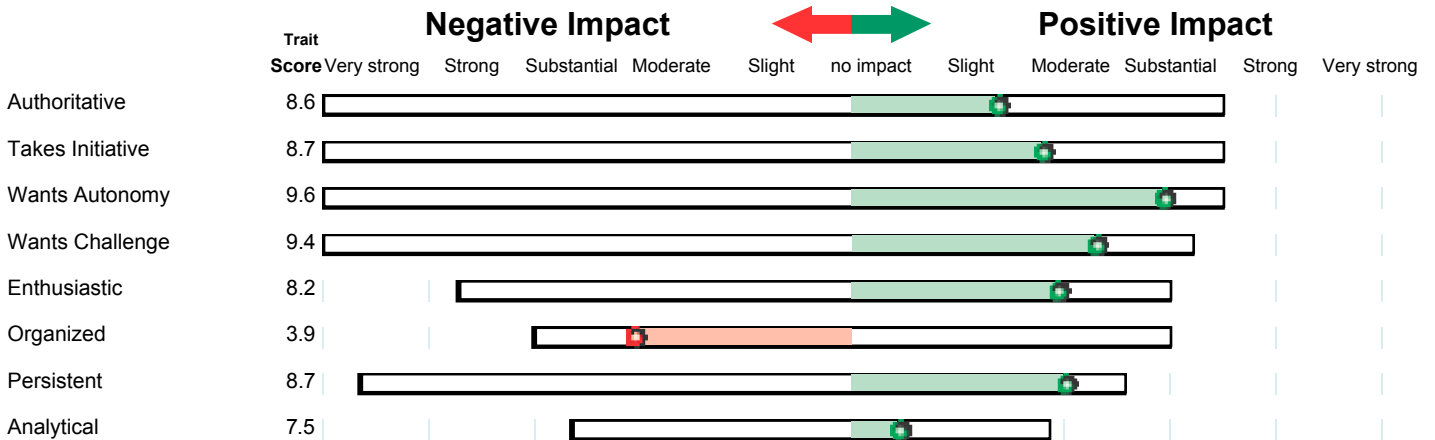
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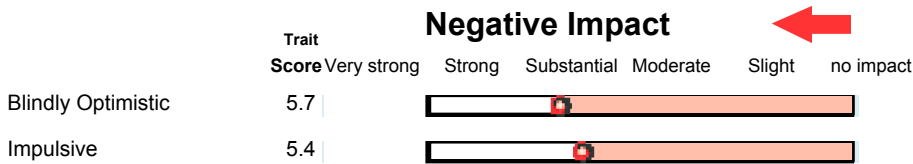
ASSESSMENTS

Andrew's Behavioral Assessment Score = 69%
 (percentage of behavioral suitability requirements met)
Andrew's suitability is Below Average

Essential traits for this behavioral competency (in order of importance)



Traits to avoid for this behavioral competency (in order of importance)





BEHAVIORAL NARRATIVE

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The behavioral assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96%. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

ESSENTIAL TRAITS FOR THIS BEHAVIORAL COMPETENCY (in order of importance)

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

Andrew has a score of 8.6 on Authoritative.

Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility.

Andrew's tendency to take responsibility for decisions will probably have a slightly positive impact on job satisfaction and/or performance.

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

Andrew has a score of 8.7 on Takes Initiative.

Andrew very often tends to take initiative. This initiative will help him/her to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations.

Andrew's initiative will probably have a somewhat positive impact on job satisfaction and/or performance.

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

Andrew has a score of 9.6 on Wants Autonomy.

Andrew has an extremely strong desire for autonomy.

Andrew's degree of desire for autonomy will probably have a positive impact on job satisfaction and/or performance.



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Wants Challenge - The willingness to attempt difficult tasks or goals

Andrew has a score of 9.4 on Wants Challenge.

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/Her strong drive for achievement will probably be a good example for others.

Andrew's drive to achieve challenging objectives will probably have a somewhat positive impact on job satisfaction and/or performance.

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

Andrew has a score of 8.2 on Enthusiastic.

Andrew tends to be enthusiastic about his/her goals. If Andrew's goals are in alignment with the organization's objectives, he/she will probably have a drive to achieve those objectives.

Andrew's enthusiasm for his/her goals will probably have a somewhat positive impact on job satisfaction and/or performance.

Organized - The tendency to place and maintain order in an environment or situation

Andrew has a score of 3.9 on Organized.

Andrew probably prefers not to do much organizing. He/She may do the minimum amount of organizing necessary and may occasionally lose efficiency without support in organizing from others.

Andrew's degree of being organized will probably have a somewhat negative impact on job satisfaction and/or performance.

Persistent - The tendency to be tenacious despite encountering significant obstacles

Andrew has a score of 8.7 on Persistent.

Andrew is very determined and perseveres with a task despite many obstacles. This will probably be beneficial for overcoming the obstacles that he/she will encounter in his/her position. Andrew's persistence can also pay off when influencing others as he/she will tend to be quite tenacious.

Andrew's tendency to be persistent will probably have a somewhat positive impact on job satisfaction and/or performance.



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Analytical - The tendency to logically examine facts and situations (not necessarily analytical ability)

Andrew has a score of 7.5 on Analytical.

Andrew often analyzes difficulties, facts, and situations and usually enjoys it.

Andrew's degree of analysis is sufficient.

TRAITS THAT COULD HINDER SUCCESS FOR THIS BEHAVIORAL COMPETENCY (in order of importance)

Blindly Optimistic - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties

Andrew has a score of 5.7 on Blindly Optimistic.

Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions.

Andrew's tendency to be blindly optimistic will probably have a negative impact on job satisfaction and/or performance.

Impulsive - The tendency to take risks without sufficient analysis of the potential difficulties

Andrew has a score of 5.4 on Impulsive.

Andrew probably has a tendency to take risks without sufficiently analyzing the potential difficulties of a plan or strategy. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions.

Andrew's tendency to be impulsive when making decisions will probably have a negative impact on job satisfaction and/or performance.

OTHER TRAITS THAT MAY RELATE TO THIS BEHAVIORAL COMPETENCY

Andrew is only moderately motivated by an opportunity to earn higher pay.

Andrew has some desire for recognition.



DEVELOPMENT FOR POSITION

Andrew Jones Date Entered: 06/17/03

For Dawson Consulting Group

Compared to: Self-employed

ASSESSMENTS

The report is not available for a sample profilee. For a populated sample of this report refer to the downloads section of the site.



HOW TO MANAGE, DEVELOP, & RETAIN

Andrew Jones

Date Entered: 06/17/03

For Dawson Consulting Group

ASSESSMENTS

This report enables Andrew's manager to better utilize his/her strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

Essential Factors to Consider

Andrew's outlook is extremely optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.

Andrew has a very strong desire to be helpful. Provide opportunities to help others in order to motivate or reward him/her.

If Andrew is performing well, provide him/her with opportunities for greater autonomy.

Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his/her staff follow the rules or perform to their potential. Check into this possibility and, if necessary, support Andrew to be more enforcing.

Important Factors to Consider

Wherever possible, provide Andrew with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Andrew's work, it could become a distraction.

Andrew has a strong desire to have decision-making authority. To motivate or reward Andrew, offer him/her opportunities for more responsibilities. If you wish to retain him/her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Andrew's skills and experience are sufficiently developed for each stage of increased authority.

Set clear guidelines regarding the types of decisions in which collaboration would be required or beneficial.

Andrew very much enjoys opportunities to take initiative. To motivate or reward him/her, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Andrew may look for work elsewhere. Provide clear guidelines and examples of the type of initiative he/she is authorized to take. If Andrew has strong eligibility for this position, his/her initiatives are likely to be appropriate. However, if Andrew's experience and skills are in a developmental stage, you will need to monitor that he/she stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.



HOW TO MANAGE, DEVELOP, & RETAIN

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ASSESSMENTS

Important Factors to Consider

Andrew very much desires challenging work. If this desire for challenge is not met, Andrew will probably seek work elsewhere. Therefore, to manage him/her well, you will need to provide new challenges continuously. If Andrew has strong experience and skills, allow him/her to take on difficult challenges. If Andrew's experience and skills are still developing, allow him/her to take on challenges in stages and monitor progress.

Andrew has a strong desire to have employment that he/she perceives to be of benefit to society. If possible, offer him/her projects the he/she would perceive to produce a result that is helpful to society.

Andrew is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Andrew's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he/she has the experience and skills that are required.

Andrew may prefer not to have to analyze the potential difficulties of plans and strategies. Therefore, it would be best if he/she were to receive other input before making important strategic decisions

Other Possible Factors to Consider

Andrew is likely to be good at brainstorming. By engaging Andrew's ideas in formal or informal brainstorming, you will motivate him/her while at the same time generating some good ideas.

Andrew may occasionally need a little encouragement to collaborate.

Provide Andrew with opportunities to express his/her views and to influence others. Listen carefully, thank him/her for the ideas, and respond accordingly.

Andrew has some desire for recognition.

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



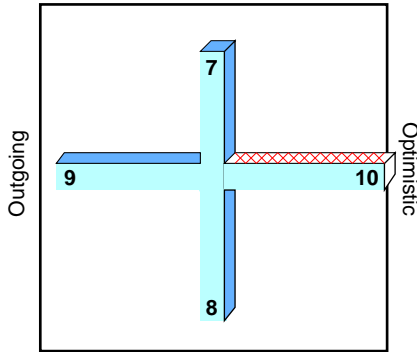
MAIN GRAPH

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ASSESSMENTS

OUTLOOK

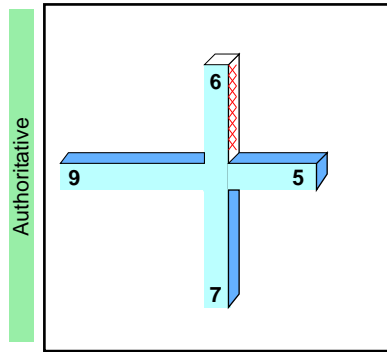
Certain



Open / reflective

DECISIONS

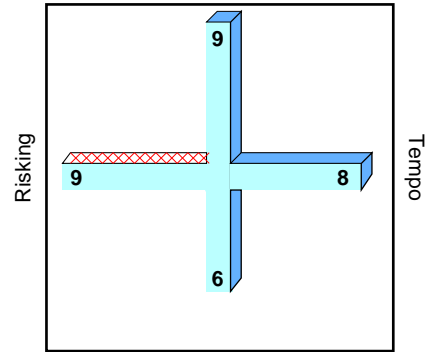
Problem Solving



Intuitive

INNOVATION

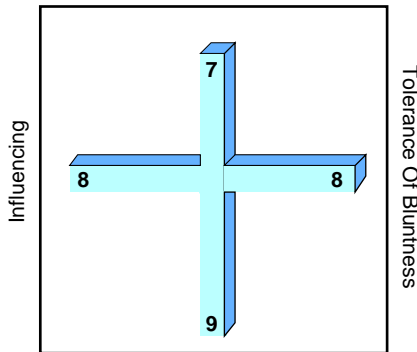
Persistent



Experimenting

COMMUNICATION

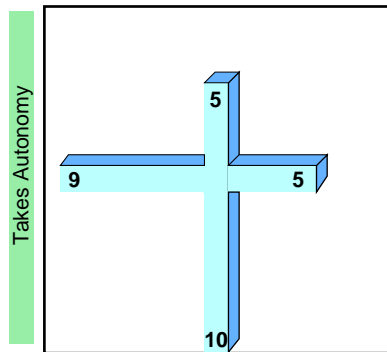
Frank



Diplomatic

POWER

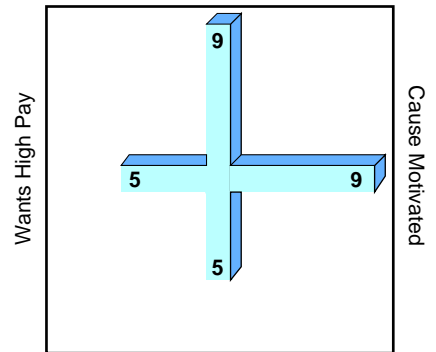
Assertive



Helpful

MOTIVATION

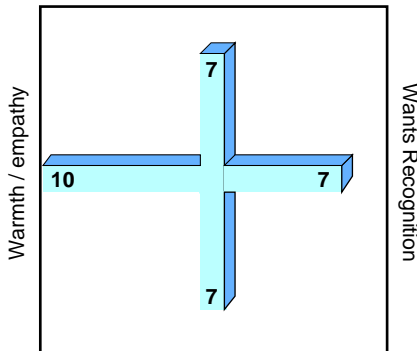
Self-motivated



Stress Management

SUPPORT

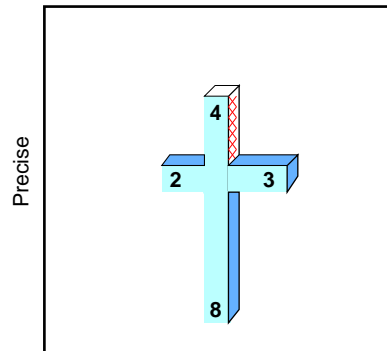
Self-acceptance



Self-improvement

ORGANIZATION

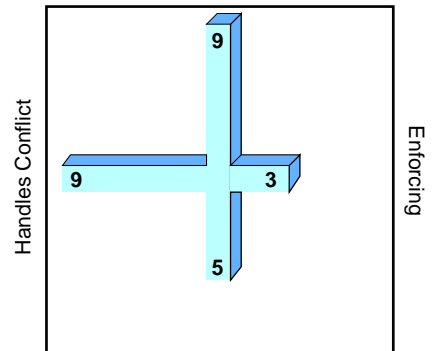
Organized



Flexible

LEADERSHIP

Provides Direction



Planning

Probable Hindrance

Possible Hindrance

Essential Trait on this template

Desirable Trait on this template

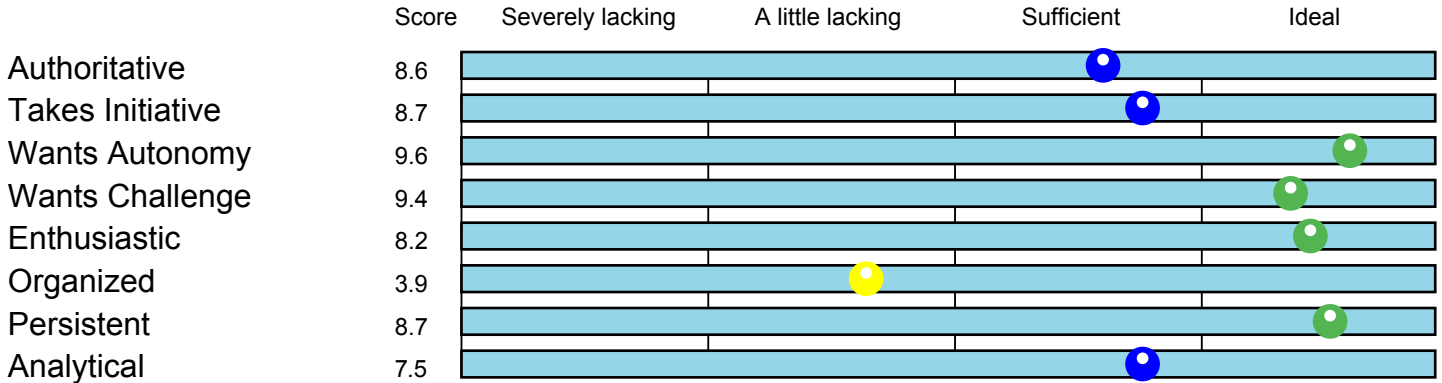


JOB SUITABILITY GRAPH

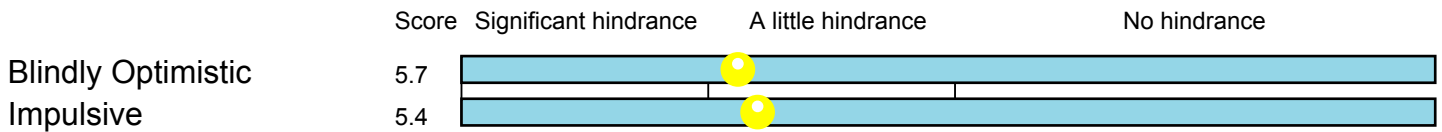
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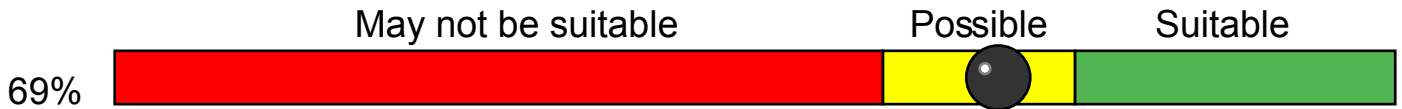
Essential traits for this position (in order of importance)



Traits that could hinder success for this position (in order of importance)



Overall level of suitability for this position:





MAIN GRAPH INTERPRETATION

Andrew Jones

Date Entered: 06/17/03

For Dawson Consulting Group

ASSESSMENTS

OUTLOOK

Is reasonably self-certain but not over-confident.

Is open-minded and reflective.

Has a good balance between sticking to opinions and being open-minded.

Is very outgoing.

Is moderately comfortable making presentations to groups.

Is extremely optimistic.

DECISIONS

Makes decisions with a moderate amount of analysis.

May sometimes tend not to analyze the potential difficulties of plans and strategies.

May be reasonably intuitive and use this intuition for making decisions.

Is very willing to assume decision-making authority.

May make decisions based upon hope rather than on an examination of the facts.

Gives moderate importance to collaborating with others in the decision-making process.

May want to make the final decision when collaborating with others.

INNOVATION

Perseveres with a task despite many obstacles and is very good at the implementation stage of projects.

Can be moderately progressive and creative, but prefers to avoid occupying a position which requires trying new ways of doing things very frequently.

Is very willing to take risks.

May take risks without undertaking sufficient analysis.

May sometimes take risks without undertaking sufficient analysis.

Likes to work quickly.

COMMUNICATION

Is reasonably forthright, frank and to the point.

Is very capable of being tactful.

Has a very good balance between being tactful and being direct; consequently is skilled at interpersonal communication.

Is tolerant of people who are blunt.

Tries to influence others.



MAIN GRAPH INTERPRETATION

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ASSESSMENTS

POWER

Can put forward his/her own needs, but may sometimes hesitate to do so.

Is extremely helpful and conscious of others' needs.

Wants autonomy very strongly.

Tends to take a great deal of initiative.

Accepts supervision, but prefers a supervisor who is not too authoritative.

MOTIVATION

Needs to have very challenging work.

Is clear about his/her goals and is motivated toward them.

Is very self-motivated.

Can be relaxed while working, but sometimes experiences some tension.

Is able to deal with stress moderately well.

Wants to be paid well, but it is a lesser consideration than other factors.

Has very benevolent intentions. Undertaking work which benefits others/society is very important to him/her.

Tends to follow through on his/her benevolent actions.

May sometimes tend to be self-sacrificing.

Has a moderate desire to have a stable career.

SUPPORT

Is extremely empathetic and warm.

Is reasonably self-accepting.

Has a reasonably strong intention to improve himself/herself.

Has a good balance between wanting to improve himself/herself and liking himself/herself the way he/she is now.

May want a fair amount of recognition.

ORGANIZATION

Usually does the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others.

Is flexible and adaptable to changes.

Strongly prefers not to do work which requires a significant amount of time to be spent on precision or focusing on details.



MAIN GRAPH INTERPRETATION

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ORGANIZATION

Generally prefers not to do work which involves having to be very systematic.

May want a significant amount of autonomy from having to follow closely defined procedures and schedules.

LEADERSHIP

Has a very strong desire to lead.

Has some interest in planning, but probably prefers not to have to spend a great deal of time in a planning role.

Is very effective at handling conflict.

May strongly dislike enforcing rules, but will probably do it anyway when it is necessary.