

This introduction enables you to better understand how to get the most from your Harrison Reports. The highlighted items are key terms and phrases.

## 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 ways to further your success**.

## Enjoyment Performance Theory



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, which reinforces 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, which reinforces dislike and 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.

## 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.



## Reliability

How do we know your answers on the questionnaire are reliable? The Harrison technology compares your answers to determine reliability. Your reliability percentage is 90.4 indicating that 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.

## REPORT FOR

Praveen Havaladar

## DATE OF COMPLETION

21/11/2022

## RELIABILITY - 90.4%

Answers were very likely accurate and truthful

## ORGANIZATION

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## VIEW INSTRUCTIONAL VIDEO

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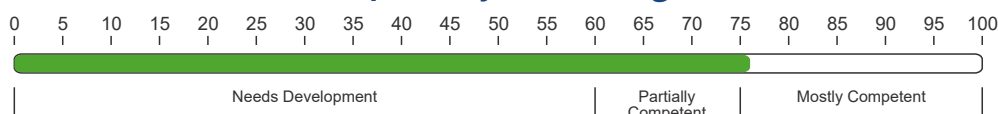
## Master Assorted Behavioral Competencies Summary Overview

This overview shows how the employee scores for each behavioral competency within the Master Assorted Behavioral Competencies set.

### Overall Score

Praveen scores 76 against the Master Assorted Behavioral Competencies competency set. This indicates that he/she is mostly competent for the Master Assorted Behavioral Competencies competency set. However, development in some areas would be beneficial to further success.

### Total Competency Percentage = 76%



## Competencies

(in order of importance)

Importance

Score

0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100  
Needs Development Partially Competent Mostly Competent

### Coaching:

*The tendency to effectively facilitate the development of others (one-to-one interactions)*

Narrative: Praveen has a reasonable degree of tendency to effectively facilitate the development of others (one-to-one interactions). This will probably be sufficient for this behavioral competency.

Essential

66%

### Doesn't Need Structure:

*The tendency to work effectively without much structure (assuming sufficient job related knowledge)*

Narrative: Praveen has a reasonable degree of tendency to work effectively without much structure (assuming sufficient job related knowledge). This will probably be sufficient for this behavioral competency.

Essential

74%

### Effective Enforcing:

*The tendency to skillfully correct others when they are violating rules or performing poorly*

Narrative: Praveen's interpersonal preferences and tendencies indicate he is very likely to skillfully enforce rules. This will probably have a slightly positive impact on this behavioral competency.

Essential

85%

Competencies (in order of importance)			<div> <div>05101520253035404550556065707580859095100</div> <div>Needs Development Partially Competent Mostly Competent</div> </div>																
Importance	Score																		
<b>Handles Autonomy:</b> <i>The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)</i>  Narrative: Assuming he has sufficient job-related knowledge, Praveen is likely to take appropriate actions when given a significant amount of independence from supervision. This will probably have a slightly positive impact on this behavioral competency.	Essential	82%	<div><div></div></div>																
<b>Handles Conflict:</b> <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i>  Narrative: Praveen's preferences indicate that he is probably very effective at handling conflict. This will probably have a slightly positive impact on this behavioral competency.	Essential	86%	<div><div></div></div>																
<b>Innovative:</b> <i>The tendency to create new and more effective ways of doing things</i>  Narrative: Praveen has a tendency to create new and more effective ways of doing things. This will probably be sufficient for this behavioral competency.	Essential	79%	<div><div></div></div>																
<b>Interpersonal Skills:</b> <i>The tendency to have a balance of traits that relate to effective interaction with others</i>  Narrative: Given Praveen's interpersonal preferences and tendencies he is probably fairly skillful when interacting with others. This will probably be sufficient for this behavioral competency.	Essential	71%	<div><div></div></div>																
<b>Judgment (strategic):</b> <i>The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy</i>  Narrative: Praveen's preferences and tendencies indicate that he probably has good strategic decision judgment. This will probably be sufficient for this behavioral competency.	Essential	79%	<div><div></div></div>																
<b>Negotiating:</b> <i>The tendency to bargain in order to reach a beneficial agreement</i>  Narrative: Praveen's interpersonal preferences and tendencies probably enable him to have good negotiating skills. This will probably have a slightly positive impact on this behavioral competency.	Essential	84%	<div><div></div></div>																

Competencies (in order of importance)			0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100 Needs Development Partially Competent Mostly Competent																
	Importance	Score																	
<b>Organizational Compatibility:</b> <i>The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)</i> Narrative: Given Praveen's interpersonal preferences and attitudes he is likely to work co-operatively with others. This will probably have a slightly positive impact on this behavioral competency.	Essential	84%	<div><div></div></div>																
<b>People Oriented:</b> <i>The tendency to positively interact with others</i> Narrative: Praveen has a reasonable degree of tendency to positively interact with others. This will probably be sufficient for this behavioral competency.	Essential	68%	<div><div></div></div>																
<b>Provides Direction:</b> <i>The tendency to provide others with clear direction or guidance</i> Narrative: Praveen has a very strong tendency to provide others with clear direction or guidance. This will probably have a slightly positive impact on this behavioral competency.	Essential	90%	<div><div></div></div>																
<b>Receives Correction:</b> <i>The tendency to accept guidance intended to improve performance</i> Narrative: Praveen's preferences indicate he is probably only moderately receptive to corrective feedback. This will probably be sufficient for this behavioral competency.	Essential	62%	<div><div></div></div>																
<b>Self-Employed:</b> <i>The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)</i> Narrative: Praveen has a reasonable degree of tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge). This will probably be sufficient for this behavioral competency.	Essential	72%	<div><div></div></div>																
<b>Tolerance Of Evasiveness:</b> <i>The level of comfort related to dealing with people who are indirect or lacking in frankness</i> Narrative: Praveen is moderately tolerant of people who are evasive. This will probably be sufficient for this behavioral competency.	Essential	61%	<div><div></div></div>																

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## Coaching

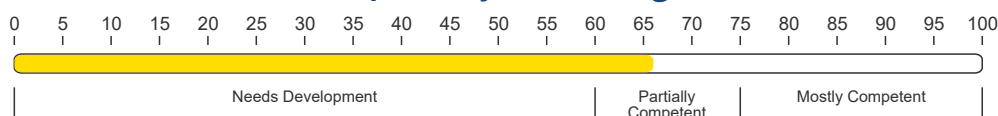
### The tendency to effectively facilitate the development of others (one-to-one interactions)

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

#### Overall Score

Praveen scores 66 on Coaching which indicates Praveen probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

#### Total Competency Percentage = 66%



## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Praveen has only a moderate interest in self-improvement. This will probably have a somewhat negative impact on this behavioral competency.	4.5											
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Praveen is quite capable of being tactful and usually tends to state things in a diplomatic manner. This will probably have a somewhat positive impact on this behavioral competency.	8.2											
<b>Enlists Cooperation:</b> <i>The tendency to invite others to participate in or join an effort</i> Narrative: Praveen only moderately enjoys enlisting the cooperation of others. This will probably have a slightly negative impact on this behavioral competency.	5.2											
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Praveen tends to be only moderately enthusiastic about his goals. His goals may lack a little clarity. This will probably have a slightly negative impact on this behavioral competency.	4.5											

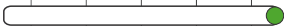
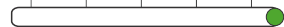


Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Praveen tends to be fairly helpful and conscious of others' needs. This will probably have a slightly positive impact on this behavioral competency.	7.3												
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	5.9												
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably have a slightly negative impact on this behavioral competency.	4.5												

Desirable traits <i>(in order of importance)</i>		Negative Impact <						
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	
<b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i> Narrative: Praveen enjoys collaboration and is probably quite willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	8.0							
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably be sufficient for this behavioral competency.	6.5							
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Praveen very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. This will probably be sufficient for this behavioral competency.	9.4							

Desirable traits (in order of importance)	Praveen's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Wants Challenge:</b> <i>The willingness to attempt difficult tasks or goals</i> Narrative: Praveen is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.	7.2						
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i> Narrative: Praveen generally enjoys trying new things and sometimes experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.4						
<b>Cause Motivated:</b> <i>The tendency to be motivated to help society</i> Narrative: Undertaking work that benefits others/society is only moderately important to Praveen. This will probably be sufficient for this behavioral competency.	5.4						
<b>Analytical:</b> <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Praveen tends to frequently analyze problems and decisions and greatly enjoys it. This will probably be sufficient for this behavioral competency.	9.9						
<b>Frank:</b> <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Praveen tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.8						
<b>Manages Stress Well:</b> <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Praveen is quite able to manage stress. This will probably be sufficient for this behavioral competency.	8.2						
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Praveen greatly enjoys reflecting on different ideas and opinions, and he is probably extremely open-minded. Praveen is likely to be very good at brainstorming. This will probably be sufficient for this behavioral competency.	9.6						
<b>Relaxed:</b> <i>The tendency to feel at ease or calm while working</i> Narrative: Praveen may experience a significant amount of tension at work. This will probably be sufficient for this behavioral competency.	3.2						



Desirable traits (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Influencing:</b> <i>The tendency to try to persuade others</i> Narrative: Praveen has a moderate tendency to persuade or influence others. Although Praveen may not shy away from trying to influence staff, co-workers and clients, it is probably not his first choice in activities. This will probably be sufficient for this behavioral competency.	6.4						
<b>Outgoing:</b> <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Praveen enjoys meeting new people and is probably very outgoing. This will probably be sufficient for this behavioral competency.	9.1						
<b>Teaching:</b> <i>The enjoyment of instructing, training, or educating others</i> Narrative: Praveen is moderately interested in teaching or instructing others. This will probably be sufficient for this behavioral competency.	6.4						
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Praveen is moderately tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	6.3						
Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	2.7						
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Praveen probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Praveen probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
<b>Permissive:</b> <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Praveen probably does not have a significant degree of permissiveness. This will probably NOT hinder this behavioral competency.	0.0						

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## Doesn't Need Structure

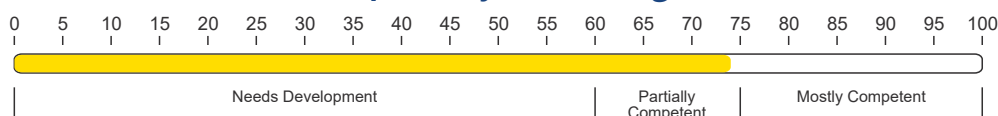
### The tendency to work effectively without much structure (assuming sufficient job related knowledge)

This report identifies the specific factors related to Doesn't Need Structure and shows how the employee's score for each related factor impacts success for this behavioral competency.

#### Overall Score

Praveen scores 74 on Doesn't Need Structure which indicates Praveen probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

#### Total Competency Percentage = 74%



## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Praveen 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 very positive impact on this behavioral competency.	9.4											
<b>Tolerance Of Structure:</b> <i>The tolerance of following rules, schedules, and procedures created by someone else</i> Narrative: Praveen is quite willing to follow closely defined rules, procedures, and schedules, and he prefers to have such structure. This will probably have a negative impact on this behavioral competency.	8.0											

Essential traits (in order of importance)		Negative Impact < > Positive Impact									
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong
<b>Authoritative:</b> <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Praveen has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a somewhat positive impact on this behavioral competency.	8.7										
<b>Wants Autonomy:</b> <i>The desire to have freedom or independence from authority</i> Narrative: Praveen has a strong desire for autonomy. This will probably have a slightly positive impact on this behavioral competency.	7.8										
Desirable traits (in order of importance)		Negative Impact <									
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact				
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Praveen tends to be only moderately enthusiastic about his goals. His goals may lack a little clarity. This will probably have a slightly negative impact on this behavioral competency.	4.5										
<b>Wants Challenge:</b> <i>The willingness to attempt difficult tasks or goals</i> Narrative: Praveen is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.	7.2										
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i> Narrative: Praveen generally enjoys trying new things and sometimes experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.4										
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Praveen greatly enjoys reflecting on different ideas and opinions, and he is probably extremely open-minded. Praveen is likely to be very good at brainstorming. This will probably be sufficient for this behavioral competency.	9.6										

<b>Traits to avoid</b> <i>(in order of importance)</i>		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Rebellious Autonomy:</b> <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i> Narrative: Praveen probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.	0.0						
<b>Blindly Optimistic:</b> <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Praveen probably does not have a significant degree of being blindly optimistic. This will probably NOT hinder this behavioral competency.	0.0						
<b>Impulsive:</b> <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Praveen probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	0.0						

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## Effective Enforcing

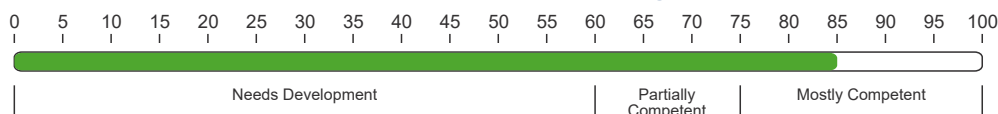
### The tendency to skillfully correct others when they are violating rules or performing poorly

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

#### Overall Score

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

#### Total Competency Percentage = 85%









## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Enforcing:</b> <i>The tendency to insist upon necessary rules being followed</i> Narrative: Praveen is fairly willing to enforce necessary rules. This will probably have a very positive impact on this behavioral competency.	7.3											
<b>Assertive:</b> <i>The tendency to put forward personal wants and needs</i> Narrative: Praveen may at times hesitate to put forward his own needs. This will probably be sufficient for this behavioral competency.	4.3											
<b>Frank:</b> <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Praveen tends to state things in a moderately frank and straightforward manner. This will probably have a somewhat positive impact on this behavioral competency.	5.8											
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Praveen is quite capable of being tactful and usually tends to state things in a diplomatic manner. This will probably have a positive impact on this behavioral competency.	8.2											

Essential traits		Negative Impact < > Positive Impact												
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Influencing:</b> <i>The tendency to try to persuade others</i> Narrative: Praveen has a moderate tendency to persuade or influence others. Although Praveen may not shy away from trying to influence staff, co-workers and clients, it is probably not his first choice in activities. This will probably have a slightly positive impact on this behavioral competency.		6.4			<div><div></div></div>									
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Praveen is moderately tolerant of people who are blunt. This will probably have a slightly negative impact on this behavioral competency.		6.3			<div><div></div></div>									
Desirable traits		Negative Impact <												
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
<b>Authoritative:</b> <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Praveen 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.		8.7			<div><div></div></div>									
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		5.9			<div><div></div></div>									
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably have a slightly negative impact on this behavioral competency.		4.5			<div><div></div></div>									
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably be sufficient for this behavioral competency.		6.5			<div><div></div></div>									

Desirable traits (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Praveen tends to be fairly helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.	7.3						
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Praveen greatly enjoys reflecting on different ideas and opinions, and he is probably extremely open-minded. Praveen is likely to be very good at brainstorming. This will probably be sufficient for this behavioral competency.	9.6						
<b>Relaxed:</b> <i>The tendency to feel at ease or calm while working</i> Narrative: Praveen may experience a significant amount of tension at work. This will probably have a slightly negative impact on this behavioral competency.	3.2						
<b>Flexible:</b> <i>The tendency to easily adapt to change</i> Narrative: Praveen tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	9.2						
Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Praveen probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						



Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Praveen probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
<b>Evasive:</b> <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Praveen 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.	2.4						
<b>Forceful Enforcing:</b> <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i> Narrative: Praveen probably has only a very slight tendency to be forceful when enforcing rules. This will probably NOT hinder this behavioral competency.	2.0						
<b>Permissive:</b> <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Praveen probably does not have a significant degree of permissiveness. This will probably NOT hinder this behavioral competency.	0.0						
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	2.7						
<b>Authoritarian:</b> <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Praveen probably does not have a significant degree of making decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.	0.8						

Traits to avoid		Negative Impact <						
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Inconclusive:</b> <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i>  Narrative: Praveen probably has a slight tendency to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.		3.0			<div></div>			

## REPORT FOR

Praveen Havaladar

## DATE OF COMPLETION

21/11/2022

## RELIABILITY - 90.4%

Answers were very likely accurate and truthful

## ORGANIZATION

TESCO

## VIEW INSTRUCTIONAL VIDEO

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## Handles Autonomy

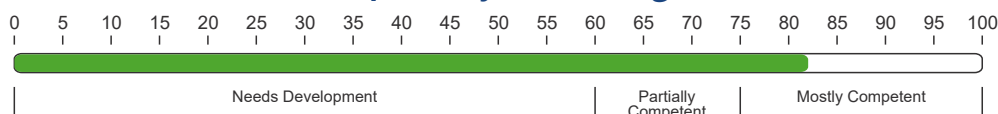
The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)

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

### Overall Score

Praveen scores 82 on Handles Autonomy which indicates Praveen probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

**Total Competency Percentage = 82%**



## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Praveen 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 very positive impact on this behavioral competency.	9.4											
<b>Authoritative:</b> <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Praveen has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a positive impact on this behavioral competency.	8.7											

Essential traits		Negative Impact < > Positive Impact												
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Self-Motivated:</b> <i>The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals</i> Narrative: Praveen is somewhat self-motivated. This will probably have a slightly positive impact on this behavioral competency.		7.3												
<b>Wants Autonomy:</b> <i>The desire to have freedom or independence from authority</i> Narrative: Praveen has a strong desire for autonomy. This will probably have a somewhat positive impact on this behavioral competency.		7.8												
<b>Persistent:</b> <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Praveen may tend to be moderately persistent but prefers a position that does not require extensive persistence. This will probably have a slightly negative impact on this behavioral competency.		6.1												
Desirable traits		Negative Impact <												
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		5.9												
Traits to avoid		Negative Impact <												
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
<b>Rebellious Autonomy:</b> <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i> Narrative: Praveen probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.		0.0												

## REPORT FOR

Praveen Havaladar

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## RELIABILITY - 90.4%

Answers were very likely accurate and truthful

## ORGANIZATION

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## VIEW INSTRUCTIONAL VIDEO

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## Handles Conflict

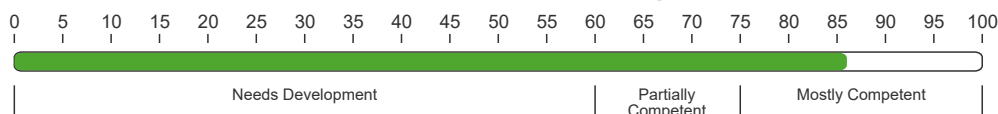
### The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively

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

#### Overall Score

Praveen scores 86 on Handles Conflict which indicates Praveen probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

#### Total Competency Percentage = 86%



## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Comfort With Conflict:</b> <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Praveen is very comfortable with conflict. This will probably have a very positive impact on this behavioral competency.	9.2											
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Praveen is quite capable of being tactful and usually tends to state things in a diplomatic manner. This will probably have a positive impact on this behavioral competency.	8.2											
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Praveen tends to be fairly helpful and conscious of others' needs. This will probably have a somewhat positive impact on this behavioral competency.	7.3											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably have a slightly negative impact on this behavioral competency.	4.5												
<b>Assertive:</b> <i>The tendency to put forward personal wants and needs</i> Narrative: Praveen may at times hesitate to put forward his own needs. This will probably be sufficient for this behavioral competency.	4.3												

Desirable traits <i>(in order of importance)</i>		Negative Impact <							
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact		
<b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i> Narrative: Praveen enjoys collaboration and is probably quite willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	8.0								
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably be sufficient for this behavioral competency.	6.5								
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Praveen has only a moderate interest in self-improvement. This will probably be sufficient for this behavioral competency.	4.5								

<b>Traits to avoid</b> (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						
<b>Authoritarian:</b> <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Praveen probably does not have a significant degree of making decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.	0.8						
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Praveen probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Praveen probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	2.7						

Traits to avoid		Negative Impact <						
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Self-Critical:</b> <i>The tendency to seek self-improvement without sufficiently being self-accepting</i>  Narrative: Praveen probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.		0.0				<div></div>		
<b>Wants Diplomacy:</b> <i>The desire for others to be tactful</i>  Narrative: Praveen wants others to say what is on their minds, and doesn't care about them being diplomatic. This will probably be sufficient for this behavioral competency.		2.8				<div></div>		



## REPORT FOR

Praveen Havaladar

## DATE OF COMPLETION

21/11/2022

## RELIABILITY - 90.4%

Answers were very likely accurate and truthful

## ORGANIZATION

TESCO

## VIEW INSTRUCTIONAL VIDEO

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## Innovative

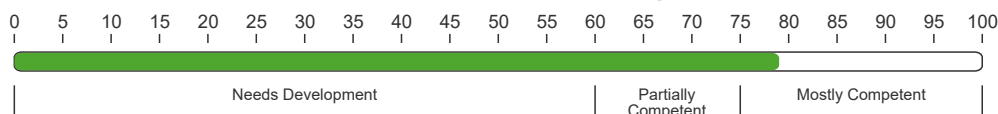
### The tendency to create new and more effective ways of doing things

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

#### Overall Score

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

#### Total Competency Percentage = 79%



## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i> Narrative: Praveen generally enjoys trying new things and sometimes experiments with new ways of doing things. This will probably have a slightly positive impact on this behavioral competency.	7.4											
<b>Persistent:</b> <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Praveen may tend to be moderately persistent but prefers a position that does not require extensive persistence. This will probably have a slightly negative impact on this behavioral competency.	6.1											
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Praveen 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.	9.4											

Essential traits		Negative Impact < > Positive Impact												
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Praveen tends to be only moderately enthusiastic about his goals. His goals may lack a little clarity. This will probably have a somewhat negative impact on this behavioral competency.		4.5												
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Praveen greatly enjoys reflecting on different ideas and opinions, and he is probably extremely open-minded. Praveen is likely to be very good at brainstorming. This will probably have a positive impact on this behavioral competency.		9.6												
<b>Research / learning:</b> <i>The enjoyment of gathering and comprehending new information</i> Narrative: Praveen very much enjoys researching and learning new information. This will probably have a somewhat positive impact on this behavioral competency.		9.1												
<b>Analytical:</b> <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Praveen tends to frequently analyze problems and decisions and greatly enjoys it. This will probably have a somewhat positive impact on this behavioral competency.		9.9												
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		5.9												
Desirable traits		Negative Impact <												
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
<b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i> Narrative: Praveen enjoys collaboration and is probably quite willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.		8.0												

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## Interpersonal Skills

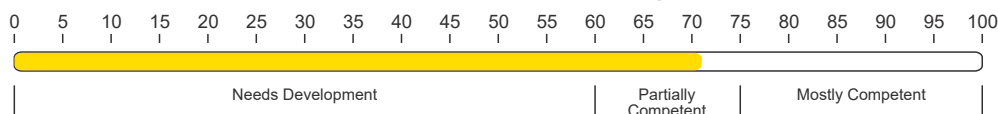
### The tendency to have a balance of traits that relate to effective interaction with others

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

#### Overall Score

Praveen scores 71 on Interpersonal Skills which indicates Praveen probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

#### Total Competency Percentage = 71%









## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Praveen is quite capable of being tactful and usually tends to state things in a diplomatic manner. This will probably have a somewhat positive impact on this behavioral competency.	8.2											
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Praveen tends to be fairly helpful and conscious of others' needs. This will probably have a slightly positive impact on this behavioral competency.	7.3											
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	5.9											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Outgoing:</b> <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Praveen enjoys meeting new people and is probably very outgoing. This will probably have a somewhat positive impact on this behavioral competency.	9.1												
<b>Assertive:</b> <i>The tendency to put forward personal wants and needs</i> Narrative: Praveen may at times hesitate to put forward his own needs. This will probably be sufficient for this behavioral competency.	4.3												
<b>Influencing:</b> <i>The tendency to try to persuade others</i> Narrative: Praveen has a moderate tendency to persuade or influence others. Although Praveen may not shy away from trying to influence staff, co-workers and clients, it is probably not his first choice in activities. This will probably have a slightly positive impact on this behavioral competency.	6.4												
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably have a slightly negative impact on this behavioral competency.	6.5												
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Praveen has only a moderate interest in self-improvement. This will probably have a negative impact on this behavioral competency.	4.5												
<b>Frank:</b> <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Praveen tends to state things in a moderately frank and straightforward manner. This will probably have a somewhat positive impact on this behavioral competency.	5.8												
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably have a slightly negative impact on this behavioral competency.	4.5												
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Praveen is moderately tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	6.3												

Desirable traits (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Flexible:</b> <i>The tendency to easily adapt to change</i> Narrative: Praveen tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	9.2						
<b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i> Narrative: Praveen enjoys collaboration and is probably quite willing to collaborate with others with regard to making important decisions. This will probably be sufficient for this behavioral competency.	8.0						
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Praveen greatly enjoys reflecting on different ideas and opinions, and he is probably extremely open-minded. Praveen is likely to be very good at brainstorming. This will probably be sufficient for this behavioral competency.	9.6						
<b>Manages Stress Well:</b> <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Praveen is quite able to manage stress. This will probably be sufficient for this behavioral competency.	8.2						
<b>Relaxed:</b> <i>The tendency to feel at ease or calm while working</i> Narrative: Praveen may experience a significant amount of tension at work. This will probably have a slightly negative impact on this behavioral competency.	3.2						
Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Praveen probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid <i>(in order of importance)</i>	Negative Impact <						Praveen's Score
	Very strong	Strong	Substantial	Moderate	Slight	No impact	
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.							2.0
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.							0.0
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.							2.7
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Praveen probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.							0.0
<b>Permissive:</b> <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Praveen probably does not have a significant degree of permissiveness. This will probably NOT hinder this behavioral competency.							0.0
<b>Authoritarian:</b> <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Praveen probably does not have a significant degree of making decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.							0.8

## REPORT FOR

Praveen Havaladar

## DATE OF COMPLETION

21/11/2022

## RELIABILITY - 90.4%

Answers were very likely accurate and truthful

## ORGANIZATION

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## Judgment (strategic)

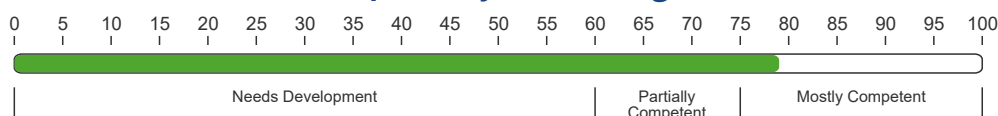
### The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

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

### Overall Score

Praveen scores 79 on Judgment (strategic) which indicates Praveen probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

### Total Competency Percentage = 79%



## Essential traits

(in order of importance)


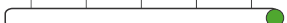




Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Analytical:</b> <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Praveen tends to frequently analyze problems and decisions and greatly enjoys it. This will probably have a very positive impact on this behavioral competency.	9.9											
<b>Analyzes Pitfalls:</b> <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Praveen tends to analyze the potential difficulties of plans and strategies. Therefore, Praveen is likely to be reasonably mindful when it comes to making strategic decisions. This will probably have a slightly positive impact on this behavioral competency.	7.0											
<b>Research / learning:</b> <i>The enjoyment of gathering and comprehending new information</i> Narrative: Praveen very much enjoys researching and learning new information. This will probably have a positive impact on this behavioral competency.	9.1											

Essential traits		Negative Impact < > Positive Impact										
(in order of importance)	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Intuitive:</b> <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Praveen may rarely make intuitive decisions. This will probably have a somewhat negative impact on this behavioral competency.	3.0											
<b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i> Narrative: Praveen enjoys collaboration and is probably quite willing to collaborate with others with regard to making important decisions. This will probably have a somewhat positive impact on this behavioral competency.	8.0											
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Praveen has only a moderate interest in self-improvement. This will probably have a slightly negative impact on this behavioral competency.	4.5											
<b>Systematic:</b> <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Praveen generally enjoys work that requires being systematic and tends to be fairly systematic. This will probably be sufficient for this behavioral competency.	6.5											
Desirable traits		Negative Impact <										
(in order of importance)	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i> Narrative: Praveen generally enjoys trying new things and sometimes experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.4											
<b>Persistent:</b> <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Praveen may tend to be moderately persistent but prefers a position that does not require extensive persistence. This will probably be sufficient for this behavioral competency.	6.1											



Desirable traits (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	5.9						
<b>Pressure Tolerance:</b> <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Praveen is reasonably likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	7.3						
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Praveen greatly enjoys reflecting on different ideas and opinions, and he is probably extremely open-minded. Praveen is likely to be very good at brainstorming. This will probably be sufficient for this behavioral competency.	9.6						
<b>Relaxed:</b> <i>The tendency to feel at ease or calm while working</i> Narrative: Praveen may experience a significant amount of tension at work. This will probably have a slightly negative impact on this behavioral competency.	3.2						
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably be sufficient for this behavioral competency.	6.5						
<b>Certain:</b> <i>The tendency to feel confident in one's opinions</i> Narrative: Praveen is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.	6.6						
<b>Planning:</b> <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Praveen greatly enjoys planning and probably tends to do a great deal of it. This will probably be sufficient for this behavioral competency.	9.8						

<b>Traits to avoid</b> (in order of importance)	Praveen's Score	<div>Negative Impact &lt;</div> <div>Very strong</div> <div>Strong</div> <div>Substantial</div> <div>Moderate</div> <div>Slight</div> <div>No impact</div>	
<b>Blindly Optimistic:</b> <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Praveen probably does not have a significant degree of being blindly optimistic. This will probably NOT hinder this behavioral competency.	0.0		
<b>Impulsive:</b> <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Praveen probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.	0.0		
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0		
<b>Skeptical:</b> <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Praveen probably does not have a significant degree of skepticism. This will probably NOT hinder this behavioral competency.	1.1		
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0		
<b>Fast But Imprecise:</b> <i>The tendency to work quickly without sufficient attention to detail or accuracy</i> Narrative: Praveen probably does not have a significant degree of being fast but imprecise. This will probably NOT hinder this behavioral competency.	0.0		

Traits to avoid <i>(in order of importance)</i>		Negative Impact <						
		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Inconclusive:</b> <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i>  Narrative: Praveen probably has a slight tendency to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	3.0							
<b>Precise But Slow:</b> <i>The tendency to be exact or precise without being sufficiently productive</i>  Narrative: Praveen probably does not have a significant degree of focusing on details to the extent of slowing productivity This will probably NOT hinder this behavioral competency.	0.0							

**REPORT FOR**  
Praveen Havaladar

**DATE OF COMPLETION**  
21/11/2022

**RELIABILITY - 90.4%**  
Answers were very likely accurate and truthful

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## Negotiating

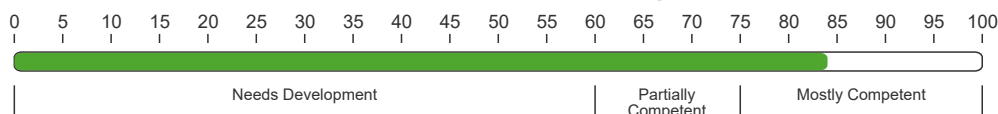
### The tendency to bargain in order to reach a beneficial agreement

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

#### Overall Score

Praveen scores 84 on Negotiating which indicates Praveen probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

**Total Competency Percentage = 84%**



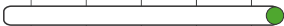
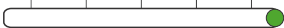
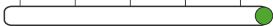
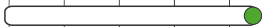


### Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Influencing:</b> <i>The tendency to try to persuade others</i> Narrative: Praveen has a moderate tendency to persuade or influence others. Although Praveen may not shy away from trying to influence staff, co-workers and clients, it is probably not his first choice in activities. This will probably have a slightly positive impact on this behavioral competency.	6.4											
<b>Interpersonal Skills:</b> <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Praveen's interpersonal preferences and tendencies he is probably fairly skillful when interacting with others. This will probably have a slightly positive impact on this behavioral competency.	7.1											
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Praveen is quite capable of being tactful and usually tends to state things in a diplomatic manner. This will probably have a slightly positive impact on this behavioral competency.	8.2											

Essential traits		Negative Impact < > Positive Impact										
(in order of importance)	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Effective Enforcing:</b> <i>The tendency to skillfully correct others when they are violating rules or performing poorly</i> Narrative: Praveen's interpersonal preferences and tendencies indicate he is very likely to skillfully enforce rules. This will probably have a slightly positive impact on this behavioral competency.	8.5											
<b>Assertive:</b> <i>The tendency to put forward personal wants and needs</i> Narrative: Praveen may at times hesitate to put forward his own needs. This will probably have a slightly negative impact on this behavioral competency.	4.3											
<b>Certain:</b> <i>The tendency to feel confident in one's opinions</i> Narrative: Praveen is fairly certain of his opinions. This will probably have a somewhat positive impact on this behavioral competency.	6.6											
<b>Comfort With Conflict:</b> <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Praveen is very comfortable with conflict. This will probably have a somewhat positive impact on this behavioral competency.	9.2											
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Praveen greatly enjoys reflecting on different ideas and opinions, and he is probably extremely open-minded. Praveen is likely to be very good at brainstorming. This will probably have a somewhat positive impact on this behavioral competency.	9.6											
Desirable traits		Negative Impact <										
(in order of importance)	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
<b>Frank:</b> <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Praveen tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.	5.8											
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i> Narrative: Praveen generally enjoys trying new things and sometimes experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.	7.4											

Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Inconclusive:</b> <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Praveen probably has a slight tendency to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	3.0						
<b>Permissive:</b> <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Praveen probably does not have a significant degree of permissiveness. This will probably NOT hinder this behavioral competency.	0.0						
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Praveen probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Praveen probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						

Traits to avoid		Negative Impact <						
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i>  Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.		2.7						

## REPORT FOR

Praveen Havaladar

## DATE OF COMPLETION

21/11/2022

## RELIABILITY - 90.4%

Answers were very likely accurate and truthful

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## Organizational Compatibility

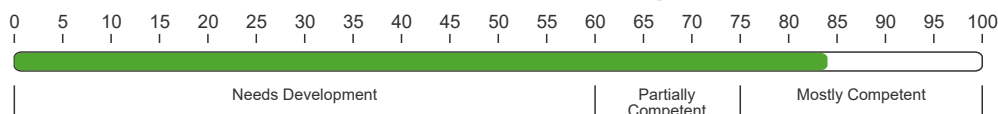
### The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)

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

#### Overall Score

Praveen scores 84 on Organizational Compatibility which indicates Praveen probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

#### Total Competency Percentage = 84%



## Essential traits

(in order of importance)

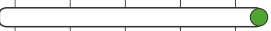
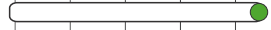
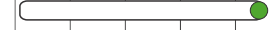

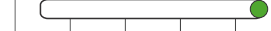

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Praveen 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 very positive impact on this behavioral competency.	9.4											
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Praveen has only a moderate interest in self-improvement. This will probably have a slightly negative impact on this behavioral competency.	4.5											
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Praveen is quite capable of being tactful and usually tends to state things in a diplomatic manner. This will probably have a somewhat positive impact on this behavioral competency.	8.2											



Essential traits		Negative Impact < > Positive Impact											
(in order of importance)	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Praveen tends to be fairly helpful and conscious of others' needs. This will probably have a somewhat positive impact on this behavioral competency.	7.3												
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	4.5												
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably have a slightly positive impact on this behavioral competency.	5.9												
<b>Team:</b> <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Praveen very much enjoys working in a team. This will probably have a somewhat positive impact on this behavioral competency.	8.5												
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Praveen is moderately tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	6.3												
Desirable traits		Negative Impact <											
(in order of importance)	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
<b>Self-Motivated:</b> <i>The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals</i> Narrative: Praveen is somewhat self-motivated. This will probably be sufficient for this behavioral competency.	7.3												

Desirable traits (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Tolerance Of Structure:</b> <i>The tolerance of following rules, schedules, and procedures created by someone else</i> Narrative: Praveen is quite willing to follow closely defined rules, procedures, and schedules, and he prefers to have such structure. This will probably be sufficient for this behavioral competency.	8.0						
<b>Pressure Tolerance:</b> <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Praveen is reasonably likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	7.3						
<b>Flexible:</b> <i>The tendency to easily adapt to change</i> Narrative: Praveen tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.	9.2						
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably be sufficient for this behavioral competency.	6.5						
<b>Manages Stress Well:</b> <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Praveen is quite able to manage stress. This will probably be sufficient for this behavioral competency.	8.2						
<b>Relaxed:</b> <i>The tendency to feel at ease or calm while working</i> Narrative: Praveen may experience a significant amount of tension at work. This will probably have a slightly negative impact on this behavioral competency.	3.2						
Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Rebellious Autonomy:</b> <i>The tendency to seek freedom from authority without taking sufficient and appropriate initiative</i> Narrative: Praveen probably does not have a significant degree of rebellious autonomy. This will probably NOT hinder this behavioral competency.	0.0						

<b>Traits to avoid</b> (in order of importance)	Praveen's Score	Negative Impact < <div>             Very strong             Strong             Substantial             Moderate             Slight             No impact           </div>					
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Praveen probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	2.7						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Praveen probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
<b>Authoritarian:</b> <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Praveen probably does not have a significant degree of making decisions without sufficiently collaborating. This will probably NOT hinder this behavioral competency.	0.8						

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Praveen Havaladar

**DATE OF COMPLETION**  
21/11/2022

**RELIABILITY - 90.4%**  
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## People Oriented

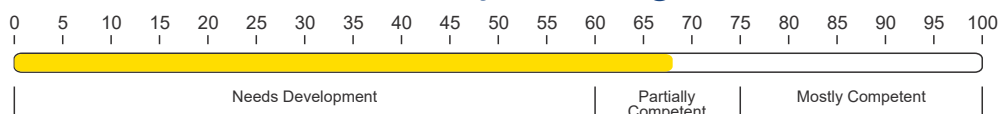
### The tendency to positively interact with others

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

#### Overall Score

Praveen scores 68 on People Oriented which indicates Praveen probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

**Total Competency Percentage = 68%**



### Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably have a negative impact on this behavioral competency.	4.5											
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Praveen tends to be fairly helpful and conscious of others' needs. This will probably have a slightly positive impact on this behavioral competency.	7.3											
<b>Outgoing:</b> <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Praveen enjoys meeting new people and is probably very outgoing. This will probably have a positive impact on this behavioral competency.	9.1											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Team:</b> <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Praveen very much enjoys working in a team. This will probably have a somewhat positive impact on this behavioral competency.	8.5												
<b>Public Contact:</b> <i>The level of comfort interacting with a wide range of people representative of general society</i> Narrative: Praveen enjoys working with the general public and is probably comfortable doing so. This will probably have a slightly positive impact on this behavioral competency.	8.2												
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Praveen tends to be only moderately enthusiastic about his goals. His goals may lack a little clarity. This will probably have a somewhat negative impact on this behavioral competency.	4.5												

Desirable traits <i>(in order of importance)</i>		Negative Impact <							
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact		
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably be sufficient for this behavioral competency.	6.5								

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

Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	2.7						
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						
<b>Insensitive:</b> <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Praveen probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.	0.0						

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Praveen Havaladar

**DATE OF COMPLETION**

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**RELIABILITY - 90.4%**

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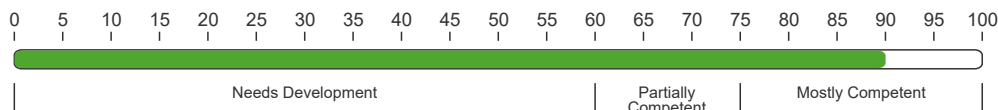

## Provides Direction

### The tendency to provide others with clear direction or guidance

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

**Overall Score**

Praveen scores 90 on Provides Direction which indicates Praveen probably exhibits the excellent behavior that is related to this competency.

**Total Competency Percentage = 90%**


### Essential traits

(in order of importance)









Negative Impact &lt; &gt; Positive Impact



	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Wants To Lead:</b> <i>The desire to be in a position to direct or guide others</i> Narrative: Praveen has an extremely strong desire to be in a leadership position. He has a very strong drive to take charge. This will probably have a very positive impact on this behavioral competency.	9.5											
<b>Influencing:</b> <i>The tendency to try to persuade others</i> Narrative: Praveen has a moderate tendency to persuade or influence others. Although Praveen may not shy away from trying to influence staff, co-workers and clients, it is probably not his first choice in activities. This will probably be sufficient for this behavioral competency.	6.4											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Praveen 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.	9.4												
<b>Wants Challenge:</b> <i>The willingness to attempt difficult tasks or goals</i> Narrative: Praveen is somewhat motivated by challenging tasks or projects. This will probably be sufficient for this behavioral competency.	7.2												
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Praveen has only a moderate interest in self-improvement. This will probably have a slightly negative impact on this behavioral competency.	4.5												
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Praveen tends to be only moderately enthusiastic about his goals. His goals may lack a little clarity. This will probably have a slightly negative impact on this behavioral competency.	4.5												
<b>Planning:</b> <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Praveen greatly enjoys planning and probably tends to do a great deal of it. This will probably have a slightly positive impact on this behavioral competency.	9.8												
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably be sufficient for this behavioral competency.	6.5												
<b>Persistent:</b> <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Praveen may tend to be moderately persistent but prefers a position that does not require extensive persistence. This will probably be sufficient for this behavioral competency.	6.1												



Essential traits		Negative Impact < > Positive Impact											
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Pressure Tolerance:</b> <i>The level of comfort related to working under deadlines and busy schedules</i>  Narrative: Praveen is reasonably likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.		7.3					<div><div></div></div>						
<b>Public Speaking:</b> <i>The enjoyment of presenting or articulating information to groups of people</i>  Narrative: Praveen very much enjoys making presentations to groups and is probably very comfortable doing so. This will probably be sufficient for this behavioral competency.		8.5					<div><div></div></div>						
Desirable traits		Negative Impact <											
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i>  Narrative: Praveen may tend to be moderately optimistic and cheerful. Praveen may occasionally need to adjust his attitude to be a little more positive when it comes to dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.		5.9					<div><div></div></div>						
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i>  Narrative: Praveen generally enjoys trying new things and sometimes experiments with new ways of doing things. This will probably be sufficient for this behavioral competency.		7.4					<div><div></div></div>						
<b>Flexible:</b> <i>The tendency to easily adapt to change</i>  Narrative: Praveen tends to be very adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.		9.2					<div><div></div></div>						
<b>Frank:</b> <i>The tendency to be straightforward, direct, to the point, and forthright</i>  Narrative: Praveen tends to state things in a moderately frank and straightforward manner. This will probably be sufficient for this behavioral competency.		5.8					<div><div></div></div>						

Desirable traits (in order of importance)	Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight No impact
<b>Handles Conflict:</b> <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> Narrative: Praveen's preferences indicate that he is probably very effective at handling conflict. This will probably be sufficient for this behavioral competency.	8.6					
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Praveen tends to be fairly helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.	7.3					
<b>Organized:</b> <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Praveen tends to be fairly well organized. This will probably be sufficient for this behavioral competency.	6.8					
<b>Precise:</b> <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> Narrative: Praveen moderately enjoys precision tasks and tends to be moderately precise and attentive to detail. This will probably be sufficient for this behavioral competency.	6.3					
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	4.5					
<b>Manages Stress Well:</b> <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Praveen is quite able to manage stress. This will probably be sufficient for this behavioral competency.	8.2					
<b>Relaxed:</b> <i>The tendency to feel at ease or calm while working</i> Narrative: Praveen may experience a significant amount of tension at work. This will probably have a slightly negative impact on this behavioral competency.	3.2					
<b>Systematic:</b> <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Praveen generally enjoys work that requires being systematic and tends to be fairly systematic. This will probably be sufficient for this behavioral competency.	6.5					

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Praveen is moderately tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	6.3						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Risking:</b> <i>The tendency to feel comfortable with business ventures that involve uncertainty</i> Narrative: Praveen tends to take a somewhat conservative approach to business risks. This will probably be sufficient for this behavioral competency.	4.2						

## REPORT FOR

Praveen Havaladar

## DATE OF COMPLETION

21/11/2022

## RELIABILITY - 90.4%

Answers were very likely accurate and truthful

## ORGANIZATION

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## Receives Correction

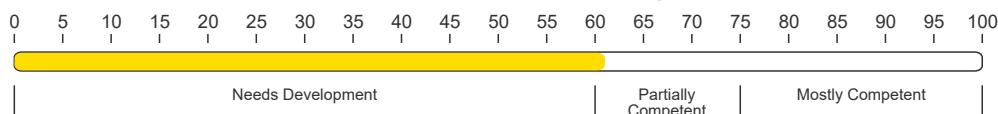
### The tendency to accept guidance intended to improve performance

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

#### Overall Score

Praveen scores 61 on Receives Correction which indicates Praveen probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

#### Total Competency Percentage = 61%



## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Praveen has only a moderate interest in self-improvement. This will probably have a slightly negative impact on this behavioral competency.	4.5											
<b>Interpersonal Skills:</b> <i>The tendency to have a balance of traits that relate to effective interaction with others</i> Narrative: Given Praveen's interpersonal preferences and tendencies he is probably fairly skillful when interacting with others. This will probably have a slightly positive impact on this behavioral competency.	7.1											
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Praveen is fairly self-accepting. This will probably have a slightly positive impact on this behavioral competency.	6.5											

Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i>  Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						
<b>Self-Critical:</b> <i>The tendency to seek self-improvement without sufficiently being self-accepting</i>  Narrative: Praveen probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.	0.0						
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i>  Narrative: Praveen probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.	0.0						

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## Self-Employed

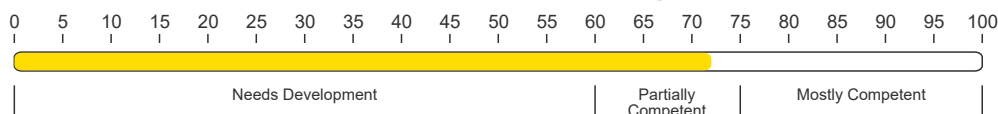
### The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)

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

#### Overall Score

Praveen scores 72 on Self-Employed which indicates Praveen probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

#### Total Competency Percentage = 72%



## Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Authoritative:</b> <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Praveen has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a somewhat positive impact on this behavioral competency.	8.7											
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Praveen 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.	9.4											
<b>Wants Autonomy:</b> <i>The desire to have freedom or independence from authority</i> Narrative: Praveen has a strong desire for autonomy. This will probably be sufficient for this behavioral competency.	7.8											

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Wants Challenge:</b> <i>The willingness to attempt difficult tasks or goals</i> Narrative: Praveen is somewhat motivated by challenging tasks or projects. This will probably have a slightly negative impact on this behavioral competency.	7.2												
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Praveen tends to be only moderately enthusiastic about his goals. His goals may lack a little clarity. This will probably have a slightly negative impact on this behavioral competency.	4.5												
<b>Organized:</b> <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Praveen tends to be fairly well organized. This will probably be sufficient for this behavioral competency.	6.8												
<b>Persistent:</b> <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Praveen may tend to be moderately persistent but prefers a position that does not require extensive persistence. This will probably have a slightly positive impact on this behavioral competency.	6.1												
<b>Analytical:</b> <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Praveen tends to frequently analyze problems and decisions and greatly enjoys it. This will probably have a somewhat positive impact on this behavioral competency.	9.9												
Traits to avoid <i>(in order of importance)</i>		Negative Impact <											
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact						
<b>Blindly Optimistic:</b> <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analyzing the potential difficulties or pitfalls</i> Narrative: Praveen probably does not have a significant degree of being blindly optimistic. This will probably NOT hinder this behavioral competency.	0.0												

Traits to avoid		Negative Impact <						
(in order of importance)		Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Impulsive:</b> <i>The tendency to take risks without sufficient analysis of the potential difficulties</i>  Narrative: Praveen probably does not have a significant degree of being impulsive with risks. This will probably NOT hinder this behavioral competency.		0.0						



**REPORT FOR**  
Praveen Havaladar

**DATE OF COMPLETION**  
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**RELIABILITY - 90.4%**  
Answers were very likely accurate and truthful

**ORGANIZATION**  
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## Tolerance Of Evasiveness

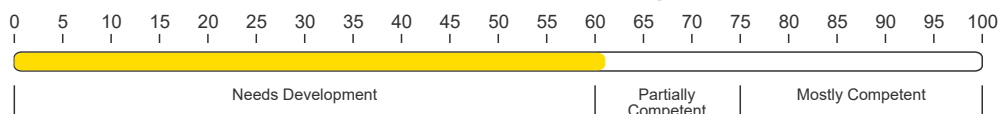
**The level of comfort related to dealing with people who are indirect or lacking in frankness**

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

### Overall Score

Praveen scores 61 on Tolerance Of Evasiveness which indicates Praveen probably has a moderate gap between his behavior and the requirements for this competency which indicates a potential for improvement.

**Total Competency Percentage = 61%**



### Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Wants Frankness:</b> <i>The desire for others to be direct, straightforward, and to the point</i> Narrative: Praveen strongly prefers others NOT to be frank. This will probably be sufficient for this behavioral competency.	2.3											
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Praveen only moderately expresses warmth and empathy. This will probably have a negative impact on this behavioral competency.	4.5											
<b>Wants Diplomacy:</b> <i>The desire for others to be tactful</i> Narrative: Praveen wants others to say what is on their minds, and doesn't care about them being diplomatic. This will probably have a very negative impact on this behavioral competency.	2.8											
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Praveen is quite capable of being tactful and usually tends to state things in a diplomatic manner. This will probably have a somewhat positive impact on this behavioral competency.	8.2											

Desirable traits (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Manages Stress Well:</b> <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Praveen is quite able to manage stress. This will probably be sufficient for this behavioral competency.	8.2						
<b>Relaxed:</b> <i>The tendency to feel at ease or calm while working</i> Narrative: Praveen may experience a significant amount of tension at work. This will probably have a slightly negative impact on this behavioral competency.	3.2						
Traits to avoid (in order of importance)		Negative Impact <					
	Praveen's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Praveen probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.	0.0						
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Praveen probably has only a slight tendency to be defensive. Praveen may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, Praveen may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. This will probably NOT hinder this behavioral competency.	2.0						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Praveen probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.	0.0						
<b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Praveen probably has a slight tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.	2.7						