

## Harrison Assessments Suitability

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

The overall score indicates the employee's likely success related to this behavioral competency. The score to the right of each factor is the employee's score for that factor.

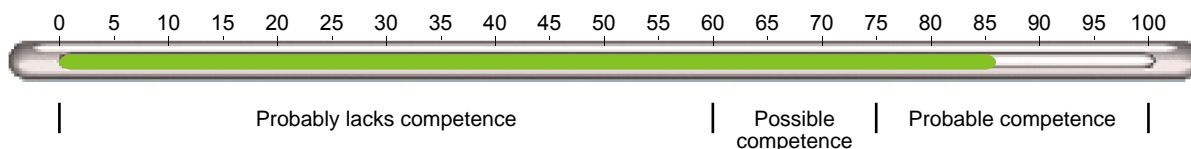
The length of the bar graph next to each factor indicates the potential range of impact that factor can have on success for this behavioral competency. Each factor can have a different range of impact depending upon the importance given to that factor in the Behavioral Competency Formula setup (Criteria Area).

The ball inside the bar graph represents the employee's score and its location on the bar indicates the likely impact on this behavioral competency. The color for each ball also reflects the impact of the trait. For example, a green ball indicates a positive impact on success for this competency, a yellow ball indicates a slight to moderate negative impact and a red ball indicates at least a substantial negative impact.

Leslie scores 86 on Leadership Profile - LEADERSHIP MASTER which indicates Leslie probably exhibits the expected behavior that fulfills this competency with only a small gap between his behavior and the ideal behavior for this competency.

The reliability of Leslie's answers was 100.0%. This means a high likelihood that Leslie was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### Overall Percentage of Suitability Fit = 86%



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|  | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|--|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Leadership Profile - Communicator:</b><br>Able to communicate effectively, conveys information and presents ideas with clarity thus promoting clear understanding from others. Inspires and influences others through effective communication. Speaks up on ideas or concerns that may impact own department or the organisation. Keeps others informed on issues that may impact them. | 8.6            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - Drive for Results:</b><br>Takes accountability for decision-making. Able to address issues rationally and in an organised manner. Is not afraid to take on challenges and remains tenacious despite encountering significant obstacles.  | 8.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - Impact and Influence:</b><br>Desires to influence others by enlisting their cooperation to participate or join an effort. Creates an impact with effective persuasion through presentations that appeal to the interest of others. Responds positively in difficult situations.  | 9.4            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - Innovation:</b><br>Experiments with different ways of doing something while at the same time is able to maintain focus on the desired objective or result. Constantly looking at ways to improve processes, promotes efficiency and effectiveness. Encourages continuous improvement.  | 9.1            |             |        |             |          |        |           |        |          |             |        |             |

## Harrison Assessments Suitability

### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

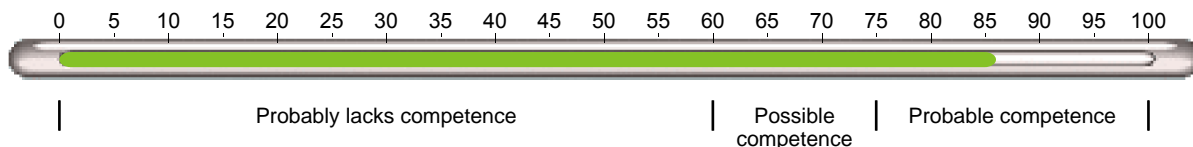
**Negative Impact**

**Positive Impact**

|   | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|---|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Leadership Profile - Leading People:</b><br>Promotes team cooperation and participation by positively interacting with others. Sets direction. Desires to be in a position to direct or guide others. Able to take on decision-making authority and willing to accept decision-making responsibility.  | 8.9            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - Learning Agility:</b><br>Takes initiative to learn and is able to adapt the learning to different situations. Learns quickly by gathering and comprehending new information. Analyses situations and mindful to look for improvements.  | 8.9            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - People Energiser:</b><br>Motivates others towards high achievement. Able to lead team towards organisation's goals by articulating a common vision to team. Desires to help others. Maintains an open view towards change initiatives and ideas for improvements.   | 9.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - Problem Solver:</b><br>Able to use analysis combined with intuition to solve problems. Considers different options in approaching an issue and able to scrutinise potential difficulties related to a plan or strategy. Approaches problems with a careful or methodical approach by thinking through the steps.                                  | 8.5            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - Resilience &amp; Perseverance:</b><br>Maintains a positive attitude even when faced with challenging situations. Persists in spite of encountering obstacles or setbacks.   | 7.9            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Leadership Profile - Strategic Thinker:</b><br>Analyses and thinks through issues, and at the same time reflects on different viewpoints. Makes analysis, conceptualises issues and thinks ahead. Is able to consider long term plans and strategies by drawing on previous experiences or industry information and considers issues that may impact the organisation. | 8.1            |             |        |             |          |        |           |        |          |             |        |             |

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 86%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|                                | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|--------------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Diplomatic:</b>             | 9.1            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Helpful:</b>                | 9.6            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Optimistic:</b>             | 8.9            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Outgoing:</b>               | 8.3            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Influencing:</b>            | 9.7            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Self-acceptance:</b>        | 7.0            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Self-improvement:</b>       | 5.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Tolerance Of Bluntness:</b> | 6.7            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Warmth / empathy:</b>       | 9.5            |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

**Negative Impact**


|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Frank:</b>               | 7.6            |             |        |             |          |        |           |
| <b>Assertive:</b>           | 5.3            |             |        |             |          |        |           |
| <b>Flexible:</b>            | 9.7            |             |        |             |          |        |           |
| <b>Collaborative:</b>       | 7.7            |             |        |             |          |        |           |
| <b>Manages Stress Well:</b> | 5.4            |             |        |             |          |        |           |
| <b>Open / reflective:</b>   | 9.8            |             |        |             |          |        |           |
| <b>Relaxed:</b>             | 4.2            |             |        |             |          |        |           |

# Behavioral Competency Analysis

Leslie McDonald

Completed: 04/22/2015

For Pathfinders








Compared to: Leadership Profile - Communicator #PA001-C046 v04/02/2014

## Harrison Assessments Suitability

### Traits to avoid (in order of importance)

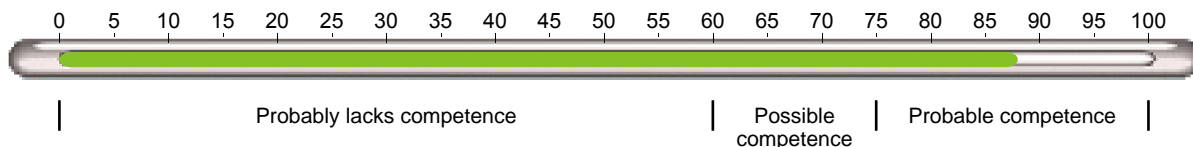
Traits to avoid are traits in which high scores can hinder performance.

Negative Impact 

|                       | Leslie's<br>Score | Very strong | Strong | Substantial | Moderate   | Slight | no impact   |
|-----------------------|-------------------|-------------|--------|-------------|--|--------|---|
| <b>Blunt:</b>         | 0.0               |             |        |             |  |        |  |
| <b>Defensive:</b>     | 1.1               |             |        |             |  |        |  |
| <b>Dogmatic:</b>      | 0.0               |             |        |             |  |        |  |
| <b>Dominating:</b>    | 0.0               |             |        |             |  |        |  |
| <b>Harsh:</b>         | 0.0               |             |        |             |  |        |  |
| <b>Permissive:</b>    | 6.0               |             |        |             |  |        |   |
| <b>Authoritarian:</b> | 0.6               |             |        |             |  |        |  |

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 88%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Authoritative:</b>       | 8.3            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Takes Initiative:</b>    | 8.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Wants Challenge:</b>     | 6.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Enthusiastic:</b>        | 8.6            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Persistent:</b>          | 6.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Analytical:</b>          | 6.5            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Effective Enforcing:</b> | 6.4            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Enlists Cooperation:</b> | 8.2            |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

**Negative Impact**


|                   | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|-------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Organized:</b> | 7.4            |             |        |             |          |        |           |

### Traits to avoid (in order of importance)

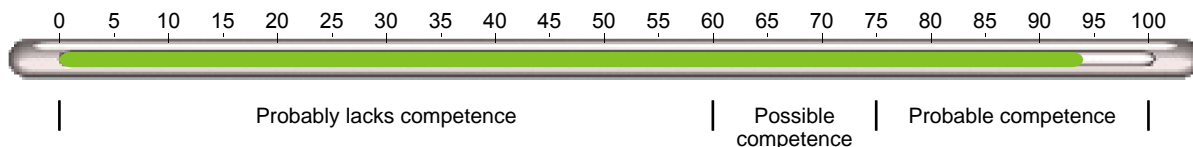
Traits to avoid are traits in which high scores can hinder performance.

**Negative Impact**


|                            | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Blindly Optimistic:</b> | 1.7            |             |        |             |          |        |           |
| <b>Impulsive:</b>          | 0.0            |             |        |             |          |        |           |

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 94%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Influencing:</b>         | 9.7            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Wants Challenge:</b>     | 6.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Self-acceptance:</b>     | 7.0            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Enlists Cooperation:</b> | 8.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Enthusiastic:</b>        | 8.6            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Public Speaking:</b>     | 8.8            |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

**Negative Impact**


|                          | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Frank:</b>            | 7.6            |             |        |             |          |        |           |
| <b>Handles Conflict:</b> | 8.3            |             |        |             |          |        |           |

### Traits to avoid (in order of importance)

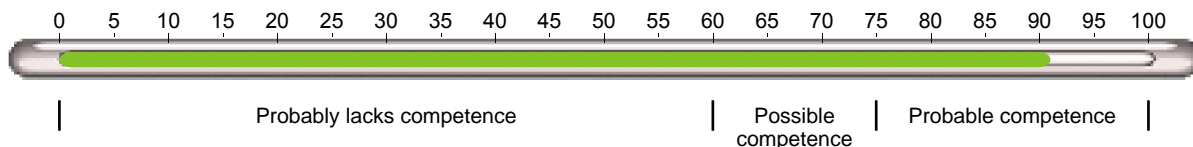
Traits to avoid are traits in which high scores can hinder performance.

**Negative Impact**


|                    | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Blunt:</b>      | 0.0            |             |        |             |          |        |           |
| <b>Dominating:</b> | 0.0            |             |        |             |          |        |           |
| <b>Evasive:</b>    | 1.5            |             |        |             |          |        |           |

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 91%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Persistent:</b>          | 6.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Enthusiastic:</b>        | 8.6            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Takes Initiative:</b>    | 8.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Experimenting:</b>       | 9.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Research / learning:</b> | 6.4            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Analytical:</b>          | 6.5            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Optimistic:</b>          | 8.9            |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

**Negative Impact**


|                           | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Collaborative:</b>     | 7.7            |             |        |             |          |        |           |
| <b>Open / reflective:</b> | 9.8            |             |        |             |          |        |           |

### Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

**Negative Impact**


|                            | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Dogmatic:</b>           | 0.0            |             |        |             |          |        |           |
| <b>Blindly Optimistic:</b> | 1.7            |             |        |             |          |        |           |
| <b>Impulsive:</b>          | 0.0            |             |        |             |          |        |           |

# Behavioral Competency Analysis

Leslie McDonald

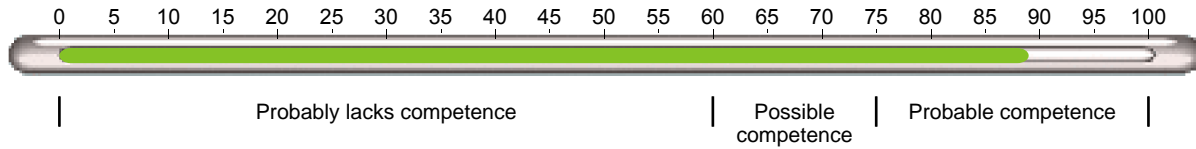
Completed: 04/22/2015

For Pathfinders

Compared to: Leadership Profile - Leading People #PA001-C050 v04/02/2014

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 89%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

Negative Impact



Positive Impact

|                         | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Authoritative:</b>   | 8.3            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Self-acceptance:</b> | 7.0            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Wants To Lead:</b>   | 7.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>People Oriented:</b> | 8.3            |             |        |             |          |        |           |        |          |             |        |             |

### Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact

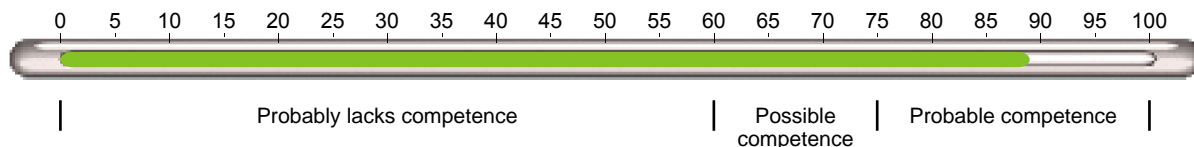


|                    | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|--------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Permissive:</b> | 6.0            |             |        |             |          |        |           |



## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 89%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Takes Initiative:</b>    | 8.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Self-improvement:</b>    | 5.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Analytical:</b>          | 6.5            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Experimenting:</b>       | 9.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Research / learning:</b> | 6.4            |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

**Negative Impact**


|                           | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Optimistic:</b>        | 8.9            |             |        |             |          |        |           |
| <b>Flexible:</b>          | 9.7            |             |        |             |          |        |           |
| <b>Persistent:</b>        | 6.2            |             |        |             |          |        |           |
| <b>Systematic:</b>        | 3.7            |             |        |             |          |        |           |
| <b>Open / reflective:</b> | 9.8            |             |        |             |          |        |           |

### Traits to avoid (in order of importance)

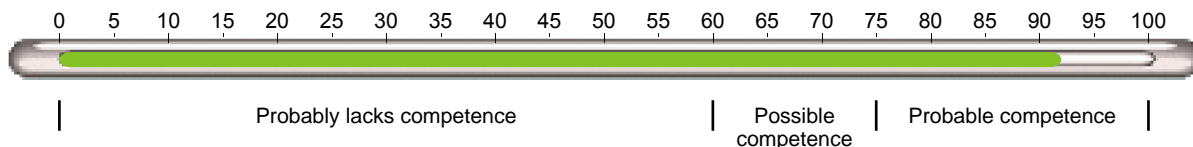
Traits to avoid are traits in which high scores can hinder performance.

**Negative Impact**


|                   | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|-------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Defensive:</b> | 1.1            |             |        |             |          |        |           |
| <b>Dogmatic:</b>  | 0.0            |             |        |             |          |        |           |

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 92%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

| Essential traits (in order of importance) |     | Negative Impact <span>↩</span> <span>↪</span> Positive Impact  |             |        |             |          |        |           |        |          |             |        |             |
|---|-----|--|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
|   |     | Leslie's Score   | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
| Teaching:                                 | 7.5 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Self-improvement:                         | 5.8 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Influencing:                              | 9.7 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Cause Motivated:                          | 9.9 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Diplomatic:                               | 9.1 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Enlists Cooperation:                      | 8.2 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Enthusiastic:                             | 8.6 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Helpful:                                  | 9.6 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Optimistic:                               | 8.9 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |
| Warmth / empathy:                         | 9.5 | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.





|                   |                | <div style="display: flex; justify-content: space-between;"> <span>Negative Impact</span> <span></span> </div> |        |             |          |        |           |  |
|-------------------|----------------|--|--------|-------------|----------|--------|-----------|--|
|                   | Leslie's Score | Very strong  | Strong | Substantial | Moderate | Slight | no impact |  |
| Collaborative:    | 7.7            |  |        |             |          |        |           |  |
| Self-acceptance:  | 7.0            |  |        |             |          |        |           |  |
| Takes Initiative: | 8.8            |  |        |             |          |        |           |  |
| Wants Challenge:  | 6.2            |  |        |             |          |        |           |  |
| Experimenting:    | 9.8            |  |        |             |          |        |           |  |
| Outgoing:         | 8.3            |  |        |             |          |        |           |  |
| Analytical:       | 6.5            |  |        |             |          |        |           |  |
| Frank:            | 7.6            |  |        |             |          |        |           |  |

## Harrison Assessments Suitability

### Desirable traits (in order of importance)


Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.







**Negative Impact** 

|                                | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact   |
|--------------------------------|----------------|-------------|--------|-------------|----------|--------|---|
| <b>Manages Stress Well:</b>    | 5.4            |             |        |             |          |        |  |
| <b>Open / reflective:</b>      | 9.8            |             |        |             |          |        |  |
| <b>Relaxed:</b>                | 4.2            |             |        |             |          |        |  |
| <b>Tolerance Of Bluntness:</b> | 6.7            |             |        |             |          |        |  |

### Traits to avoid (in order of importance)

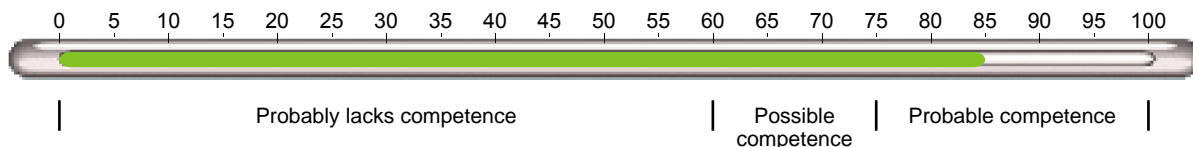
Traits to avoid are traits in which high scores can hinder performance.

**Negative Impact** 

|                    | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact   |
|--------------------|----------------|-------------|--------|-------------|----------|--------|---|
| <b>Defensive:</b>  | 1.1            |             |        |             |          |        |    |
| <b>Dogmatic:</b>   | 0.0            |             |        |             |          |        |   |
| <b>Harsh:</b>      | 0.0            |             |        |             |          |        |  |
| <b>Blunt:</b>      | 0.0            |             |        |             |          |        |  |
| <b>Dominating:</b> | 0.0            |             |        |             |          |        |  |
| <b>Permissive:</b> | 6.0            |             |        |             |          |        |  |

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 85%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Analytical:</b>          | 6.5            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Research / learning:</b> | 6.4            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Analyzes Pitfalls:</b>   | 7.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Experimenting:</b>       | 9.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Systematic:</b>          | 3.7            |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

**Negative Impact**


|                           | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|---------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Intuitive:</b>         | 8.7            |             |        |             |          |        |           |
| <b>Open / reflective:</b> | 9.8            |             |        |             |          |        |           |

### Traits to avoid (in order of importance)

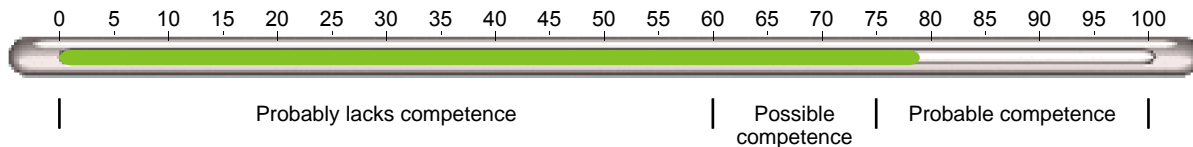
Traits to avoid are traits in which high scores can hinder performance.

**Negative Impact**


|                            | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Skeptical:</b>          | 0.0            |             |        |             |          |        |           |
| <b>Rigidly Meticulous:</b> | 0.0            |             |        |             |          |        |           |

## Harrison Assessments Suitability

### Overall Percentage of Suitability Fit = 79%



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

|                            |                |             | Negative Impact |             |          |        |           | Positive Impact |          |             |        |             |
|----------------------------|----------------|-------------|-----------------|-------------|----------|--------|-----------|-----------------|----------|-------------|--------|-------------|
|                            | Leslie's Score | Very strong | Strong          | Substantial | Moderate | Slight | no impact | Slight          | Moderate | Substantial | Strong | Very strong |
| <b>Wants Challenge:</b>    | 6.2            |             |                 |             |          |        |           |                 |          |             |        |             |
| <b>Persistent:</b>         | 6.2            |             |                 |             |          |        |           |                 |          |             |        |             |
| <b>Self-improvement:</b>   | 5.8            |             |                 |             |          |        |           |                 |          |             |        |             |
| <b>Optimistic:</b>         | 8.9            |             |                 |             |          |        |           |                 |          |             |        |             |
| <b>Authoritative:</b>      | 8.3            |             |                 |             |          |        |           |                 |          |             |        |             |
| <b>Pressure Tolerance:</b> | 4.7            |             |                 |             |          |        |           |                 |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

|                           | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |  |  |  |  |  |
|---------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--|--|--|--|--|
| <b>Frank:</b>             | 7.6            |             |        |             |          |        |           |  |  |  |  |  |
| <b>Tempo:</b>             | 4.7            |             |        |             |          |        |           |  |  |  |  |  |
| <b>Assertive:</b>         | 5.3            |             |        |             |          |        |           |  |  |  |  |  |
| <b>Flexible:</b>          | 9.7            |             |        |             |          |        |           |  |  |  |  |  |
| <b>Open / reflective:</b> | 9.8            |             |        |             |          |        |           |  |  |  |  |  |

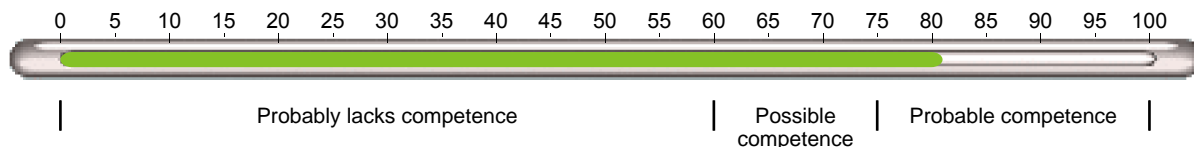
### Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |  |  |  |  |  |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--|--|--|--|--|
| <b>Rebellious Autonomy:</b> | 0.2            |             |        |             |          |        |           |  |  |  |  |  |
| <b>Dogmatic:</b>            | 0.0            |             |        |             |          |        |           |  |  |  |  |  |
| <b>Dominating:</b>          | 0.0            |             |        |             |          |        |           |  |  |  |  |  |

## Harrison Assessments Suitability

**Overall Percentage of Suitability Fit = 81%**



### Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate better performance.

**Negative Impact**

**Positive Impact**

|                             | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact | Slight | Moderate | Substantial | Strong | Very strong |
|-----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
| <b>Analytical:</b>          | 6.5            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Research / learning:</b> | 6.4            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Analyzes Pitfalls:</b>   | 7.2            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Intuitive:</b>           | 8.7            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Self-improvement:</b>    | 5.8            |             |        |             |          |        |           |        |          |             |        |             |
| <b>Systematic:</b>          | 3.7            |             |        |             |          |        |           |        |          |             |        |             |

### Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

**Negative Impact**


|                            | Leslie's Score | Very strong | Strong | Substantial | Moderate | Slight | no impact |
|----------------------------|----------------|-------------|--------|-------------|----------|--------|-----------|
| <b>Collaborative:</b>      | 7.7            |             |        |             |          |        |           |
| <b>Experimenting:</b>      | 9.8            |             |        |             |          |        |           |
| <b>Persistent:</b>         | 6.2            |             |        |             |          |        |           |
| <b>Optimistic:</b>         | 8.9            |             |        |             |          |        |           |
| <b>Pressure Tolerance:</b> | 4.7            |             |        |             |          |        |           |
| <b>Open / reflective:</b>  | 9.8            |             |        |             |          |        |           |
| <b>Relaxed:</b>            | 4.2            |             |        |             |          |        |           |
| <b>Self-acceptance:</b>    | 7.0            |             |        |             |          |        |           |
| <b>Certain:</b>            | 6.6            |             |        |             |          |        |           |
| <b>Planning:</b>           | 5.6            |             |        |             |          |        |           |

# Behavioral Competency Analysis

Leslie McDonald

Completed: 04/22/2015

For Pathfinders

Compared to: Leadership Profile - Strategic Thinker #PA001-C055 v04/02/2014








## Harrison Assessments Suitability

### Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact



|                            | Leslie's<br>Score | Very strong | Strong | Substantial | Moderate | Slight | no impact   |
|----------------------------|-------------------|-------------|--------|-------------|----------|--------|---|
| <b>Blindly Optimistic:</b> | 1.7               |             |        |             |          |        |  |
| <b>Impulsive:</b>          | 0.0               |             |        |             |          |        |  |
| <b>Defensive:</b>          | 1.1               |             |        |             |          |        |  |
| <b>Dogmatic:</b>           | 0.0               |             |        |             |          |        |  |
| <b>Fast But Imprecise:</b> | 0.0               |             |        |             |          |        |  |
| <b>Skeptical:</b>          | 0.0               |             |        |             |          |        |  |
| <b>Precise But Slow:</b>   | 0.0               |             |        |             |          |        |  |