

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a great deal of a trait. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in the this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

**Development Area 1: Fast But Imprecise**

In a competitive economy, the ability to accomplish objectives quickly is paramount to success. Provided you find the right balance of quality, having a sense of 'urgency' with your work can enable you and the organization to better achieve your objectives.

Some things do not require exactness or close attention to detail. In those cases, being too much of a perfectionist will unnecessarily sacrifice productivity. On the other hand, some projects require close attention to detail and precision. In those cases, it is more efficient to do it right the first time. Having to redo something can take much more time than doing it carefully the first time. Sacrificing the quality of a product for expediency can be very costly. Poor quality can cause a loss of customers, loss of reputation, losses due to recalling a product, loss of morale, and loss of time managing the problem.

We cannot view quality and productivity as an either-or or proposition. We need to seek to maximize both simultaneously. To do that, we need to assess the relative importance of quality and productivity for each the major tasks that we perform. In addition, we need to continuously reflect on how to create quality results as well as how to do it in less time.

The exercises below are designed to help you to examine issues of quality.

**Exercise # 1 - Reflecting on the quality of a current project****Step 1 - What projects are you currently working on that you think you could improve the quality?**

Reflect on the quality of the projects you are currently working on and select one project you think the quality could be improved.

**Step 2 - How could you improve the quality for that project?**

Reflect on and list all the ways you can think of to improve the quality for that project.

**Step 3 - For each item in step 2, what would be the benefits of improving the quality?**

Reflect on and list the possible benefits of improving the quality.

**Step 4 - For each item in step 2, what would be the potential losses of productivity that could result from improving the quality?**

Reflect on and list the possible losses that might result from trying to improve the quality.

**Step 5 - Which of the items from step 2 would have more potential benefits than losses?**

Reflect on and list items from step 2 that would have greater benefits than losses.

**Step 6 - Create a step-by-step plan to implement the items listed in step 5.**

Make sure the plan includes specific action items as well as completion dates. After beginning the improvement for that project, select another project listed in step 1 and continue.



**HARRISON  
ASSESSMENTS**

## Development for Position

**Andrew Jones**

For Harrison Assessments Int'l Limited

Compared to: Controller/Accounting Manager - General #HA-186 v01/22/2010

**Completed: 04/22/2010**

## Development Area 2: Precise

You may strongly prefer to avoid tasks that require attention to detail and exactness. Consequently, you may neglect such detail and precision when it is necessary. Your speed of working may greatly exceed your attention to detail.

In a competitive economy, the ability to deliver high quality products or services is vital to success. Provided you find the right balance of productivity, having a strong intention to deliver quality can enable you and your organization to better achieve your objectives.

Many projects require close attention to detail and precision. In that case, it is more efficient to do it right the first time. Having to redo something can take much more time than doing it carefully the first time. In addition, sacrificing the quality of a product in order to finish quickly can be very costly. Poor quality can cause a loss of customers, loss of reputation, a financial loss due to recalling a product, loss of morale, and a loss of time managing the problem.

On the other hand, some things do not require exactness or a close attention to detail. In those cases, being too much of a perfectionist will unnecessarily sacrifice productivity. For example, some projects are like a rough draft because they require producing something that is not the final form. Since the project will be reviewed and revised anyway, it makes sense to produce it quickly and without extreme attention to detail.

Consequently, we cannot view quality and productivity as an either-or proposition. We need to seek to maximize both simultaneously. To do that, we need to assess the relative importance of quality and productivity for each the major tasks that we perform. In addition, we need to continuously reflect on how to create quality results in less time.

The exercises below are designed to help you to examine issues of precision and quality.

### **Exercise - Practicing precision**

#### **Step 1 - In what way have you been imprecise?**

This can be any area including neglecting details, not thinking about details, or even completing work of mediocre quality or accuracy.

#### **Step 2 - In what way did that imprecision cause inefficiency?**

Did the job need to be reworked?

Did you need to spend additional time or energy as a result?

Did other people need to spend additional time or energy as a result?

### Step 3 - What effect did that imprecision have on others?

What disruption, frustration, or upset (if any) was created?

### Step 4 - In what way could you be more precise?

Reflect on and list ways you could become more precise. For example, you could go over the details of the day's work at the end or beginning of each day, or ask someone else to review the details of your work at the end of a project or stage of a project.

### Step 5 - What specific actions will you commit to doing to become more precise?

Reflect on and list specific actions you will commit to doing for the next 90 days to become more precise.

### Step 6 - Try some of the following suggestions to help you follow-up on the items in step 5:

Place a notice in a location that will regularly remind you to take the actions listed in step 5.

Put a note on your computer to remind you to proofread your documents.

Before submitting a project, set it aside for a short time and then review it when you are fresh.

Before submitting a project, ask a colleague who is precision oriented to review it.



**HARRISON  
ASSESSMENTS**

## Development for Position

**Andrew Jones**

For Harrison Assessments Int'l Limited

Compared to: Controller/Accounting Manager - General #HA-186 v01/22/2010

**Completed: 04/22/2010**