

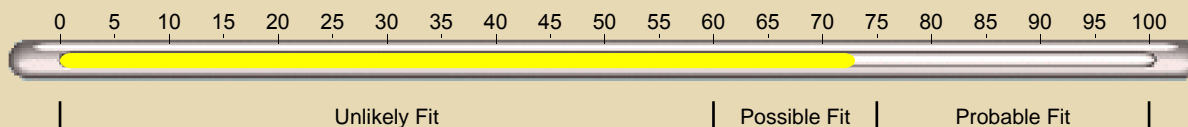
Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor show the applicant's score as calculated for each trait.

The green or red ball in each graph indicates the degree of positive (green) or negative (red) impact that the trait is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the trait can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars are determined by the weightings you have given to each trait in the Job Success Formula setup.

The questionnaire 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 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

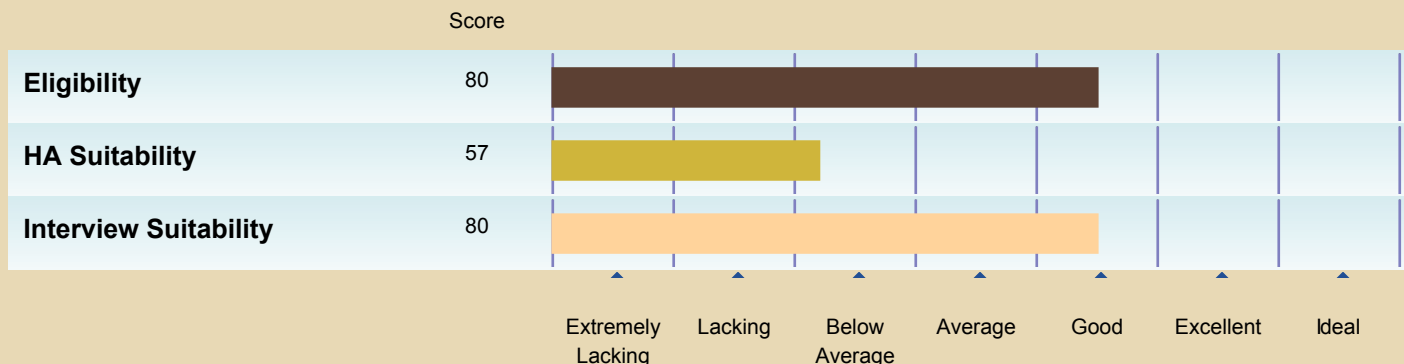
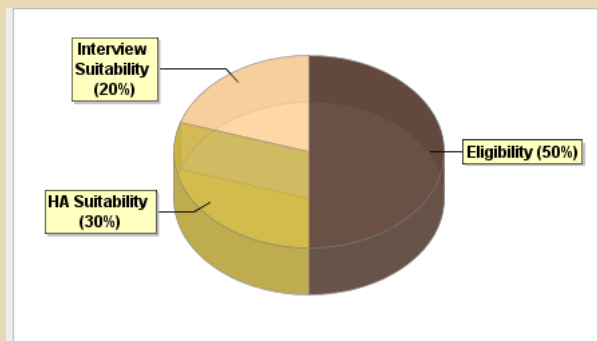
Overall Percentage of Job Fit = 73%



Eligibility (50%): Your selected weighting for this assessment is 50%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

HA Suitability (30%): Your selected weighting for this assessment is 30%. This suitability assessment includes attitudes, motivations, task preferences, interests, and work environment preferences that relate to success for this job. The factors included in this template are based on Harrison Assessments success research regarding suitability success factors for this job.

Interview Suitability (20%): Your selected weighting for this assessment is 20%. This assessment is based on the suitability scores given to Andrew during the interview using the Harrison Assessments interview guide.



Harrison Assessments Suitability

Essential traits (in order of importance)

Essential traits are traits in which, in general, the higher the better the predicted performance.

Negative Impact   Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Wants To Lead: The desire to be in a position to direct or guide others Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. Andrew's degree of willingness to be in a leadership position will probably have a somewhat positive impact on job satisfaction and/or performance.	9.2											
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Andrew tends to analyze problems and decisions and enjoys it. Andrew's degree of enjoyment of analyzing will probably have a slightly positive impact on job satisfaction and/or performance.	7.5											
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. Andrew's degree of enjoyment of having decision-making authority will probably have a slightly positive impact on job satisfaction and/or performance.	8.6											
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Andrew's degree of initiative will probably have a slightly positive impact on job satisfaction and/or performance.	8.7											
Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. Andrew's degree of drive to achieve challenging objectives will probably have a somewhat positive impact on job satisfaction and/or performance.	9.4											
Finance / business: The interest in commerce or fiscal management Narrative: Andrew is extremely interested in business or finance. Andrew's level of interest in business or finance will probably have a somewhat positive impact on job satisfaction and/or performance.	10.0											

Harrison Assessments Suitability

Essential traits (in order of importance)

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Negative Impact



Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary Andrew's degree of enjoyment of planning will probably have a slightly negative impact on job satisfaction and/or performance.	4.7											
Analyzes Pitfalls: The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions Andrew's degree of enjoyment of analyzing potential problems will probably have a slightly negative impact on job satisfaction and/or performance.	3.8											
Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his goals will probably have a slightly positive impact on job satisfaction and/or performance.	8.2											
Influencing: The tendency to try to persuade others Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers, and/or clients. Andrew's degree of enjoyment of influencing will probably have a slightly positive impact on job satisfaction and/or performance.	8.1											
Optimistic: The tendency to believe the future will be positive Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. His positive attitude will also support the sales process. Andrew's degree of optimism will probably have a slightly positive impact on job satisfaction and/or performance.	9.5											
Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Andrew is very determined and perseveres with a task despite many obstacles. Andrew's degree of enjoyment of persistence will probably have a slightly positive impact on job satisfaction and/or performance.	8.6											

Harrison Assessments Suitability

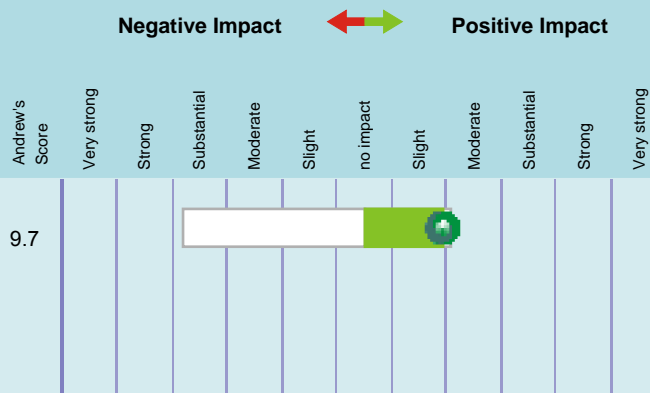
Essential traits (in order of importance)

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Pressure Tolerance:

The level of comfort related to working under deadlines and busy schedules

Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. Andrew's degree of tolerance of pressure will probably have a slightly positive impact on job satisfaction and/or performance.



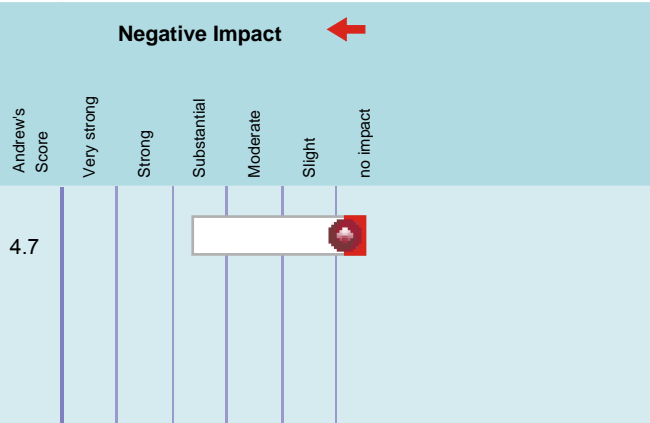
Desirable traits (in order of importance)

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

Collaborative:

The tendency to collaborate with others when making decisions

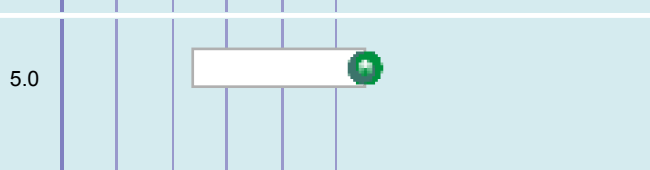
Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. Andrew's degree of enjoyment of collaborating is sufficient for this job.



Enlists Cooperation:

The tendency to invite others to participate in or join an effort

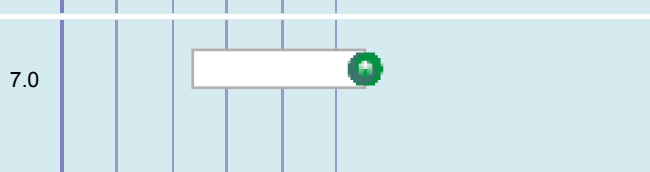
Narrative: Andrew only moderately enjoys enlisting the co-operating of others. Andrew's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.



Self-acceptance:

The tendency to like oneself ("I'm O.K. the way I am")

Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. Andrew's degree of self-acceptance is sufficient for this job.



Self-improvement:

The tendency to attempt to develop or better oneself

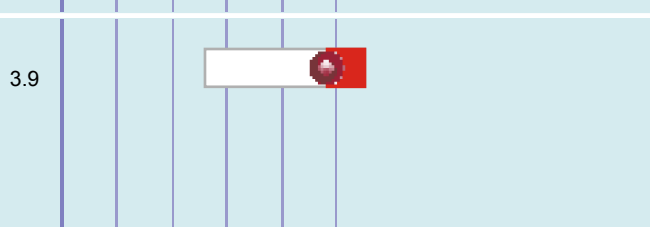
Narrative: Andrew has an intention to improve himself. Andrew's degree of interest in self-improvement is sufficient for this job.



Organized:

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

Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others. Andrew's degree of being organized will probably have a slightly negative impact on job satisfaction and/or performance.











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 

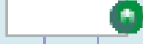


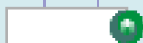




	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people Narrative: Andrew enjoys meeting new people and is probably very outgoing. Andrew's degree of enjoyment of meeting new people is sufficient for this job.	9.2						
Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. Andrew's degree of being systematic is sufficient for this job.	4.1						
Tolerance Of Bluntness: The level of comfort related to receiving abrupt or frank communications from others Narrative: Andrew is quite tolerant of people who are blunt. Andrew's degree of tolerance of bluntness is sufficient for this job.	7.8						
Diplomatic: The tendency to state things in a tactful manner Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. Andrew's degree of diplomacy is sufficient for this job.	8.6						
Effective Enforcing: The tendency to skillfully correct others when they are violating rules or performing poorly Narrative: Given Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. Andrew's degree of willingness to enforce rules is sufficient for this job.	5.0						
Assertive: The tendency to put forward personal wants and needs Narrative: Andrew moderately puts forward his own needs. Andrew's degree of assertiveness is sufficient for this job.	4.9						
Certain: The tendency to feel confident in one's opinions Narrative: Andrew is fairly certain of his opinions. Andrew's degree of certainty about his opinions is sufficient.	6.8						
Handles Conflict: The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. Andrew's level of ability to deal with conflict is sufficient for this job.	8.7						

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 



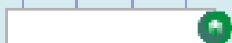



	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Helpful: The tendency to respond to others' needs and assist or support others to achieve their goals Narrative: Andrew tends to be extremely helpful and conscious of others' needs. Andrew's degree of helpfulness is sufficient for this job.	9.9						
Numerical: The enjoyment of counting, calculating, or analyzing quantities using mathematics Narrative: Andrew enjoys working with numbers. Andrew's degree of enjoyment of working with numbers is sufficient for this job.	8.0						
Open / reflective: The tendency to reflect on many different viewpoints Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. Andrew's degree of enjoyment of reflecting on different ideas and opinions is sufficient.	8.2						
Warmth / empathy: The tendency to express positive feelings and affinity toward others Narrative: Andrew frequently expresses warmth and empathy. Andrew's degree of expressing warmth and empathy is sufficient for this job.	9.9						
Writing / language: The interest in work that involves formulating words to convey meaning (i.e., journalism or translator) Narrative: Andrew has very little or no interest in writing or language. Andrew's level of interest in writing or language will probably have a somewhat negative impact on job satisfaction and/or performance.	2.0						
Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. Andrew's degree of frankness is sufficient for this job.	7.1						
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs Narrative: Andrew is moderately able to manage stress. Andrew's level of ability to manage stress is sufficient.	4.5						
Precise: The enjoyment of work that requires being exact and the tendency to be detail oriented Narrative: Andrew strongly dislikes having to do precision tasks. He strongly prefers not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail. Andrew's degree of exactness will probably have a slightly negative impact on job satisfaction and/or performance.	2.3						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

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

Negative Impact 









	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Blindly Optimistic: The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. Andrew's degree of being blindly optimistic will probably have a negative impact on job satisfaction and/or performance.	5.7						
Blunt: The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.	0.0						
Defensive: The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") Narrative: Andrew probably does not have a significant degree of defensiveness. Andrew's degree of defensiveness will NOT hinder performance.	0.3						
Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. Andrew's degree of being impulsive when making decisions will probably have a somewhat negative impact on job satisfaction and/or performance.	5.4						
Authoritarian: The tendency to make decisions without collaborating with others Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. Andrew's degree of being authoritarian when enforcing rules will NOT hinder performance.	3.9						
Dogmatic: The tendency to be certain of one's own opinions while at the same time not open to different ideas Narrative: Andrew probably does not have a significant degree of being dogmatic. Andrew's degree of being dogmatic will NOT hinder performance.	0.0						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

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

Negative Impact 



	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Forceful Enforcing: The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. Andrew's degree of being forceful when enforcing rules will NOT hinder performance.	0.0						
Harsh: The tendency to be overly strict or punitive when enforcing rules and procedures Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. Andrew's degree of harshness will NOT hinder performance.	0.0						
Insensitive: The tendency to be assertive with one's own needs while lacking sufficient warmth for others Narrative: Andrew probably does not have a significant degree of being insensitive. Andrew's degree of being insensitive will NOT hinder performance.	0.0						
Pay Minus Motivation: The tendency to have a strong desire for money while lacking the personal drive necessary to earn it Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. Andrew's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.	0.0						
Permissive: The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. Andrew's degree of being permissive will probably have a negative impact on job satisfaction and/or performance.	6.8						
Self-critical: Disliking oneself in the context of self-improvement Narrative: Andrew probably does not have a significant degree of self-criticalness. Andrew's degree of self-criticalness will NOT hinder performance.	0.0						
Skeptical: The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Andrew probably does not have a significant degree of skepticism. Andrew's degree of being skeptical will NOT hinder performance.	0.0						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

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

Negative Impact 

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Dominating: The tendency to be assertive with one's own needs while failing to respond to other people's needs Narrative: Andrew probably does not have a significant degree of being dominating. Andrew's degree of being dominating will NOT hinder performance.</p>	0.0						
<p>Evasive: The tendency to be tactful without being sufficiently direct Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. Andrew's degree of being evasive will NOT hinder performance.</p>	1.5						
<p>Self-sacrificing: The tendency to respond to others' needs at the expense of one's own needs Narrative: Andrew probably has a tendency give up his own needs while trying to help others. As a result of giving up his own needs, Andrew may not be able to assert the needs of the company for which he is responsible. Andrew's degree of being self-sacrificing will NOT hinder performance.</p>	5.0						