

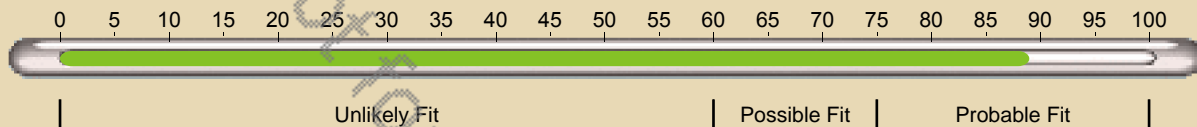
## Harrison Assessments Suitability

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

The green, yellow or red ball in each graph indicates the degree of positive (green) or negative (yellow and red) impact that the factor is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the factor 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. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### 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

Donna's Score: Very strong, Strong, Substantial, Moderate, Slight, no impact, Slight, Moderate, Substantial, Strong, Very strong

#### Takes Initiative:

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

Narrative: Donna often tends to take initiative. This initiative will help her to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel Donna's initiative in an appropriate direction. Donna's degree of initiative is sufficient for this job.

7.5



#### Wants Challenge:

The willingness to attempt difficult tasks or goals

Narrative: Donna is motivated by challenging tasks or projects. Donna will prefer an employer who is able to offer challenging work. Her strong drive for achievement will probably be a good example for others. Donna's degree of drive to achieve challenging objectives will probably have a slightly positive impact on job satisfaction and/or performance.

8.0



#### Analytical:

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

Narrative: Donna tends to analyze problems and decisions and enjoys it. Donna's degree of enjoyment of analyzing problems is sufficient for this job.

7.5

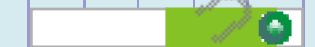


#### Enthusiastic:

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

Narrative: Donna tends to be highly enthusiastic about her goals. If Donna's goals are in alignment with the organization's objectives, she will probably have a very strong drive to achieve those objectives. Donna's degree of enthusiasm for her goals will probably have a somewhat positive impact on job satisfaction and/or performance.

9.5



## 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









	Donna's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p><b>Influencing:</b> The tendency to try to persuade others Narrative: Donna frequently engages in persuading and influencing others. Assuming she has the right balance of other interpersonal traits, Donna is likely to be skillful in expressing her ideas to staff, co-workers and/or clients. Donna's degree of enjoyment of influencing will probably have a slightly positive impact on job satisfaction and/or performance.</p>	8.8											
<p><b>Authoritative:</b> The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Donna likes to have decision-making authority and is willing to accept responsibility. Donna's degree of enjoyment of having decision-making authority is sufficient for this job.</p>	7.8											
<p><b>Persistent:</b> The tendency to be tenacious despite encountering significant obstacles Narrative: Donna generally tends to persevere with a task. when obstacles occur. Donna's degree of enjoyment of persistence is sufficient for this job.</p>	7.3											
<p><b>Wants To Lead:</b> The desire to be in a position to direct or guide others Narrative: Donna has only a moderate desire to be in a leadership position. She may be ambivalent about taking charge. Donna's degree of willingness to be in a leadership position will probably have a slightly negative impact on job satisfaction and/or performance.</p>	4.7											
<p><b>Analyzes Pitfalls:</b> The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: Donna tends to analyze the potential difficulties of plans and strategies. Therefore, Donna is likely to be reasonably mindful when it comes to making strategic decisions. Donna's degree of enjoyment of analyzing potential difficulties is sufficient.</p>	7.4											
<p><b>Finance / business:</b> The interest in commerce or fiscal management Narrative: Donna is quite interested in business or finance. Donna's level of interest in business or finance is sufficient for this job.</p>	8.0											
<p><b>Optimistic:</b> The tendency to believe the future will be positive Narrative: Donna tends to be very optimistic and cheerful. Donna's positive attitude will be very beneficial when dealing with staff and co-workers. Donna's degree of optimism will probably have a slightly positive impact on job satisfaction and/or performance.</p>	9.1											
<p><b>Planning:</b> The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Donna greatly enjoys planning and probably tends to do a great deal of it. Donna's degree of enjoyment of planning will probably have a slightly positive impact on job satisfaction and/or performance.</p>	9.5											

## 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 





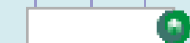




	Donna's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Collaborative:</b></p> <p>The tendency to collaborate with others when making decisions</p> <p>Narrative: Donna very much enjoys collaboration and is probably very willing to collaborate with others with regard to making important decisions. Donna's degree of enjoyment of collaborating is sufficient for this job.</p>	8.7						
<p><b>Diplomatic:</b></p> <p>The tendency to state things in a tactful manner</p> <p>Narrative: Donna is fairly capable of being tactful and usually tends to state things in a diplomatic manner. Donna's degree of diplomacy is sufficient for this job.</p>	7.1						
<p><b>Enlists Cooperation:</b></p> <p>The tendency to invite others to participate in or join an effort</p> <p>Narrative: Donna enjoys enlisting the co-operation of others and probably tends to do so frequently. Donna's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.</p>	9.3						
<p><b>Experimenting:</b></p> <p>The tendency to try new things and new ways of doing things</p> <p>Narrative: Donna very much enjoys trying new things and frequently experiments with new ways of doing things. Donna wants to be at the 'cutting edge' of her expertise. Donna's degree of enjoyment of experimentation is sufficient for this job.</p>	9.0						
<p><b>Pressure Tolerance:</b></p> <p>The level of comfort related to working under deadlines and busy schedules</p> <p>Narrative: Donna is likely to work well under the pressure of deadlines and tight schedules. Donna's degree of tolerance of pressure is sufficient for this job.</p>	7.6						
<p><b>Public Speaking:</b></p> <p>The enjoyment of presenting or articulating information to groups of people</p> <p>Narrative: Donna enjoys making presentations to groups and is probably comfortable doing so. Donna's degree of enjoyment of making presentations to groups is sufficient for this job.</p>	7.9						
<p><b>Self-acceptance:</b></p> <p>The tendency to like oneself ("I'm O.K. the way I am")</p> <p>Narrative: Donna is fairly self-accepting. Donna's degree of self-acceptance is sufficient for this job.</p>	6.8						
<p><b>Self-improvement:</b></p> <p>The tendency to attempt to develop or better oneself</p> <p>Narrative: Donna has a some interest in self-improvement. Donna's level of interest in self-improvement is sufficient for this job.</p>	6.0						

## 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 

	Donna's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Writing / language:</b> The interest in work that involves formulating words to convey meaning (i.e., journalism or translator). Narrative: Donna is fairly interested in writing or language. Donna's level of interest in writing or language is sufficient for this job.</p>	7.0						
<p><b>Numerical:</b> The enjoyment of counting, calculating, or analyzing quantities using mathematics. Narrative: Donna only moderately enjoys working with numbers. Donna's degree of enjoyment of working with numbers is sufficient for this job.</p>	5.1						
<p><b>Open / reflective:</b> The tendency to reflect on many different viewpoints. Narrative: Donna greatly enjoys reflecting on different ideas and opinions, and she is probably extremely open-minded. Donna is likely to be very good at brainstorming. Donna's degree of enjoyment of reflecting on different ideas and opinions is sufficient.</p>	10.0						
<p><b>Helpful:</b> The tendency to respond to others' needs and assist or support others to achieve their goals. Narrative: Donna tends to be very helpful and conscious of others' needs. Donna's degree of helpfulness is sufficient for this job.</p>	9.4						
<p><b>Organized:</b> The tendency to place and maintain order in an environment or situation. Narrative: Donna tends to be only moderately well organized. Donna's degree of being organized is sufficient for this job.</p>	4.6						
<p><b>Warmth / empathy:</b> The tendency to express positive feelings and affinity toward others. Narrative: Donna reasonably often expresses warmth and empathy. Donna's degree of expressing warmth and empathy is sufficient for this job.</p>	6.8						
<p><b>Frank:</b> The tendency to be straightforward, direct, to the point, and forthright. Narrative: Donna is fairly capable of being frank and usually tends to state things in a direct manner. Donna's degree of frankness is sufficient for this job.</p>	6.7						
<p><b>Tolerance Of Bluntness:</b> The level of comfort related to receiving abrupt or frank communications from others. Narrative: Donna is quite tolerant of people who are blunt. Donna's degree of tolerance of bluntness is sufficient for this job.</p>	8.0						
<p><b>Manages Stress Well:</b> The tendency to deal effectively with strain and difficulty when it occurs. Narrative: Donna is generally able to manage stress. Donna's level of ability to manage stress is sufficient.</p>	5.9						

## Harrison Assessments Suitability

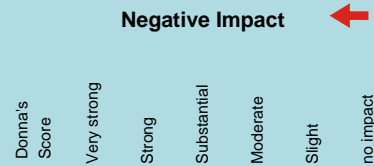
### Desirable traits (in order of importance)

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

#### Teaching:

The enjoyment of instructing, training, or educating others

Narrative: Donna is extremely interested in teaching or instructing others. Donna's level of interest in teaching or instructing others is sufficient for this job.



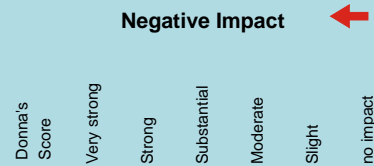
### Traits to avoid (in order of importance)

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

#### Blindly Optimistic:

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

Narrative: Donna probably has only a very slight tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Donna's degree of being blindly optimistic will NOT hinder performance.



#### 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: Donna probably does not have a significant degree of defensiveness. Donna's degree of defensiveness will NOT hinder performance.



#### Impulsive:

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

Narrative: Donna probably does not have a significant degree of being impulsive with risks. Donna's degree of being impulsive when making decisions will NOT hinder performance.



#### Evasive:

The tendency to be tactful without being sufficiently direct

Narrative: Donna probably does not have a significant degree of being evasive. Donna's degree of being evasive will NOT hinder performance.



#### Harsh:

The tendency to be overly strict or punitive when enforcing rules and procedures

Narrative: Donna probably does not have a significant tendency to be harsh or overly strict. Donna's degree of harshness will NOT hinder performance.



#### Insensitive:

The tendency to be assertive with one's own needs while lacking sufficient warmth for others

Narrative: Donna probably has only a very slight tendency to push for her own needs without sufficiently building affinity with others. Donna's degree of being insensitive will NOT hinder performance.










## Harrison Assessments Suitability

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

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

Negative Impact 

	Donna's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Permissive:</b> The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior Narrative: Donna probably has only a very slight tendency to be permissive. Donna may be a little lenient with subordinates regarding following the rules or performing to their potential. Donna's degree of permissiveness will NOT hinder performance.</p>	1.7						
<p><b>Self-critical:</b> Disliking oneself in the context of self-improvement Narrative: Donna probably does not have a significant degree of self-criticalness. Donna's degree of self-criticalness will NOT hinder performance.</p>	0.0						
<p><b>Blunt:</b> The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Donna probably does not have a significant degree of being blunt. Donna's degree of being blunt will NOT hinder performance.</p>	0.0						
<p><b>Dogmatic:</b> The tendency to be certain of one's own opinions while at the same time not open to different ideas Narrative: Donna probably does not have a significant degree of being dogmatic. Donna's degree of being dogmatic will NOT hinder performance.</p>	0.0						
<p><b>Dominating:</b> The tendency to be assertive with one's own needs while failing to respond to other people's needs Narrative: Donna probably does not have a significant degree of being dominating. Donna's degree of being dominating will NOT hinder performance.</p>	0.0						
<p><b>Forceful Enforcing:</b> The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation Narrative: Donna probably does not have a significant degree of being forceful when enforcing rules. Donna's degree of being forceful when enforcing rules will NOT hinder performance.</p>	0.0						
<p><b>Self-sacrificing:</b> The tendency to respond to others' needs at the expense of one's own needs Narrative: Donna probably does not have a significant degree of giving up her needs to try to help others. Donna's degree of being self-sacrificing will NOT hinder performance.</p>	0.4						



# Job Success Analysis

**Donna Esons**

**Completed: 01/27/2015**

Free demo report, not for resale. Compliments of info@harrisonassessments.com

For Agilede

Compared to: **Human Resource Director (Moderate experience) #HA-1205-M-M**

v06/02/2014

## Harrison Assessments Suitability

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

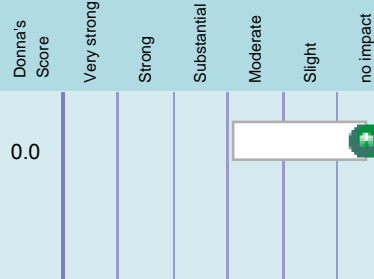
Traits to avoid are traits in which high scores can hinder performance.

Negative Impact

#### Skeptical:

The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

Narrative: Donna probably does not have a significant degree of skepticism. Donna's degree of being skeptical will NOT hinder performance.



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## Development for Position

**Donna Esons**

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v06/02/2014

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 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 questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.



### Development Area 1: Wants To Lead

You have a moderate interest in leadership, but you may also have reservations about it.

Accepting the responsibility of leadership is important to the success of any manager or anyone who directs or guides others. By accepting the leadership role, you take responsibility not just for your own work, but also for the work and welfare of all the people under your direction. Such responsibility should not be taken lightly.

Leadership is a state of mind in which you take a wider range of responsibility. You don't need to be in a management position to develop leadership qualities. If you look around, you will see things that need to be resolved, coordinated, or communicated. You might think, 'that's not my responsibility', and simply ignore them. However, if you have a leadership mentality, you will accept responsibility for the well being of the organization and coworkers. Of course, you need to perform your work within the parameters of your position, but there are many things you can do to benefit the entire organization while doing so. For example, if you are working on a project in which others are dependent on and you to know the project is running behind schedule, you can take responsibility to communicate the situation to those people before the due date. Or, instead of just referring a customer complaint to the customer service department, you could follow up to make sure that the message was received and action was taken. This is a different approach than defining your duties and ignoring everything else. With the intention to support the overall effectiveness of the organization, even a few small acts or communications have a significant effect. Such acts build trust and communication as well as subtly influence others to do the same.

Make a list of your answers to each of the questions below. Take your time and make the list as thorough as possible.

#### **Exercise - Accepting a leadership role**

##### **Step 1 - In what ways have you hesitated to accept a leadership role?**

What do you resist about being in a leadership role?

What fears do you have about being in a leadership role?



## Development for Position

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For AgileEdge

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What is there about leadership that might make you feel uncomfortable?

Make a list of your answers to each of the above questions. Take your time and make the list as thorough as possible. Go back through the questions and add to the list.

**Step 2 - In what way could you take more responsibility for the well being of your organization?**

Reflect on and list the ways in which you could take more responsibility.

**Step 3 - What steps will you commit to take that will benefit the organization?**

Reflect on and list the specific steps you could take to benefit the organization.

**Step 4 - How could you communicate the needs of the organization more effectively?**

Reflect on and list the ways in which you believe you could communicate the genuine needs of the organization more effectively.



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## Development for Position

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### Development Area 2: Takes Initiative

You often take initiative.

Taking initiative is important to achievement and usually one of the keys to succeeding in any organization. However, it is usually not very effective to just decide that you are going to take initiative. First, you need to formulate a clear idea of what appropriate initiative would be. What results need to be achieved in your position? By having a clear idea of the needed results, you can take initiative in the desired direction. What are the limits of your authority? By clarifying the 'boundaries of initiative' you don't have to ask about each thing you may want to do and you don't have to worry about overstepping your bounds. Thus, you can be free to take any appropriate initiative that is focused on what is needed.

#### Step 1 - What are the results needed to be achieved for your position?

Make a list of what you consider to be the most important results that need to be achieved for your position. These will be the essential performance factors for your job. The list should be between 3 and 7 factors. Put the items in order of importance. The list should focus on RESULTS TO BE ACHIEVED rather than activities to be done. For example, typing is an activity to be done, but typing an average of 60 words per minute with 95% accuracy is a result. In another example, selling is an activity, but selling an average of \$100,000 retail per month is a result to achieve.

1

2

3

4

5

6

7

#### Step 2 - Verify the list with your manager

Ask your manager to review the list and give his/her viewpoint on those key performance factors for your position. Discuss each performance factor until you have a clear mutual understanding, including which ones are most important.

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### Step 3 - How could you take initiative?

Make a list of all the ways that you could take initiative. Examine each of the items in step 2 above and reflect on what you could do to take initiative for each item. Go over each item on the list with your manager and make sure you have the authority to take those steps. Also, ask your manager for examples of ways someone could take initiative in order to achieve high performance. This will give you a good idea of what you are free to do as well as the parameters or restraints that you may have (there are always some). As you look for new ways to take initiative in the future you will have greater clarity about the things you can initiate and the things you need to discuss before initiating.

### Step 4 - What will you commit to doing to take greater initiative?

Reflect on and list the things that you will commit to doing related to taking initiative. Be specific about what you will do including time schedules and specific measurable actions or results.

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

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.

## Essential Factors to Consider

- Donna is likely to be very good at brainstorming. By engaging Donna's ideas in formal or informal brainstorming, you will motivate her while at the same time generating some good ideas.
- Donna has a very strong desire to have employment that she perceives to be of benefit to society. If possible, offer her projects that she would perceive to produce a result that is helpful to society.
- Donna is highly enthusiastic about her goals. Ask Donna about her goals. Try to gain a complete understanding of each of Donna's major goals and acknowledge each major goal. Then discuss how Donna's goals could be achieved in this position.

## Important Factors to Consider

- Wherever possible, provide Donna with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Donna's work, it could become a distraction.
- Donna's outlook is very optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Donna is very motivated by opportunities for collaboration. You can also reward her with such opportunities.
- Donna very much enjoys trying new things and very often experiments with new ideas. Allowing her to try new projects or experiment with different approaches could be an excellent means of motivating or rewarding her.
- Provide Donna with many opportunities to express her views and to influence others. Listen carefully, thank her for the ideas, and respond accordingly. Donna may at times continue to push her views until she gets her way and therefore, you may need to be firm if you elect not to go along with Donna's ideas.
- Donna has a strong desire to be helpful. Provide opportunities to help others in order to motivate or reward her.
- Donna very much enjoys working in a team. Look for opportunities where she could work closely with other team members.

## Other Possible Factors to Consider

- Donna will probably tend to express a reasonably high level of certainty about opinions even when she is not fully aware of something. It may be wise to confirm the facts on important matters.
- Donna enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- Donna likes to have decision-making authority and is willing to accept responsibility. To motivate or reward Donna, offer her opportunities for more responsibilities. If you wish to retain her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Donna's skills and experience are sufficiently developed for each stage of increased authority.
- Donna enjoys opportunities to take initiative. To motivate or reward Donna, provide opportunities to take initiative. Provide clear guidelines and examples of the type of initiative she is authorized to take. If Donna has strong eligibility for this position, her initiatives are likely to be appropriate. However, if Donna's experience and skills are in a developmental stage, you will need to monitor that she stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.

## How To Manage, Develop, & Retain

**Donna Esons**

Completed: 01/27/2015

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For Agiledge

Compared to: **Human Resource Director (Moderate experience) #HA-1205-M-M**

v06/02/2014

### Other Possible Factors to Consider

- Donna would like to work for a capable leader and thus it might be wise match Donna with a supervisor with traits that are similar to Donna's highest traits.
- Donna prefers challenging tasks or projects. To manage her well, you will need to provide new challenges. If Donna has strong experience and skills, allow her to take on difficult challenges. If Donna's experience and skills are still developing, allow her to take on challenges in stages and monitor progress.
- Donna has a moderate desire for recognition.
- Donna is probably ambivalent about being in a leadership position. She may require some encouragement to do so.
- Donna is likely to be reasonably mindful when it comes to making strategic decisions.
- Donna probably has only a slight tendency to be permissive. Donna may have a little difficulty insisting her staff follow the rules or perform to their potential. Check into this possibility and if necessary support Donna to be more enforcing.

## Paradox Graph

Donna Esons

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Harrison Assessments is based on Paradox Theory. A paradox is a seemingly contradictory statement which may nonetheless be true. According to Paradox Theory, a trait can be either constructive or destructive depending upon other complementary traits. For example, when frankness is complemented by diplomacy, it takes the constructive form of being forthright and truthful. However, without the complementary trait of diplomacy, frankness becomes bluntness. While frankness and diplomacy appear to be contradictory, they paradoxically co-exist, complementing and fulfilling each other.

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each Paradox, there are two complementary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits is portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis. The area within the XY graph is divided into four quadrants. The upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects. This is called 'balanced versatility'. The upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak. This is called an 'aggressive imbalance' indicating a tendency to be overly aggressive. The lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak. This is called a 'passive imbalance' indicating a tendency to be overly passive. The lower left quadrant is the area in which both traits are weak. This is called 'balanced deficiency' indicating a deficiency of both of the paradoxical traits. (See the figure one below)

Figure 1

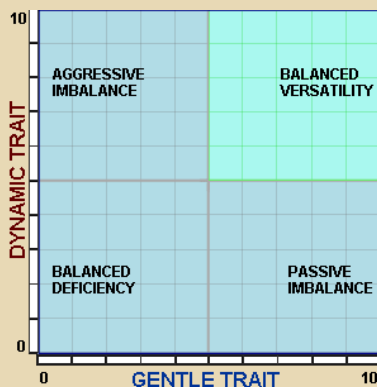


Figure 2

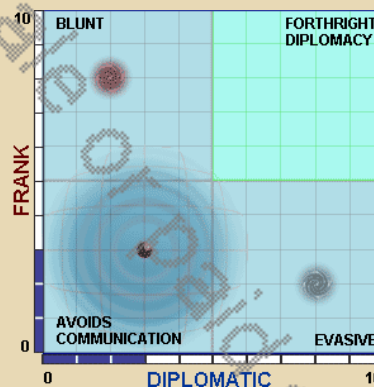


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive imbalance) is called blunt. Having diplomacy without frankness (passive imbalance) is called evasive. Lacking both frankness and diplomacy (balanced deficiency) is called avoids communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the dot in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded area around the dot indicates the normal range of behavior. The smaller red and gray circles indicate this person's tendencies under stress. The red circle in the upper left quadrant indicates an aggressive tendency under stress. The dark circle in the lower right quadrant indicates a passive tendency under stress. In this case, the person tends to 'flip' to both opposite extremes at different times.

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered



## Paradox Graph

**Donna Esons**

**Completed: 01/27/2015**

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v06/02/2014

the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.

Paradox Theory provides a unique insight into oneself and others. Besides offering a window into aspects of ourselves of which we may be only partially aware, it provides a guideline for balancing and developing ourselves. The first page provides an overview of the twelve paradoxes and the remaining pages expand on the meaning of each paradox. The bottom of each page explains the meaning of your specific scores on that paradox. Please read it with an open mind as some of these perspectives may not currently be a part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

The best way to use the Paradox Graph for self-development is to identify the largest areas of the behavioral range (large blue circle) that is outside of the green areas (upper right quadrant). Then focus on developing the opposite paradoxical trait (outside the four quadrants). For example, if the largest area of your behavioral range outside the green area is in the blunt quadrant, then the trait to develop would be Diplomacy. If the largest area is in the evasive quadrant, then the trait to develop would be Frank. The trait to develop is the one that is outside the four quadrants furthest from the quadrant with the largest area of the behavioral range.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report option and select the trait you would like to develop. A suggested development plan will then be provided.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.



# Paradox Graph

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## INTERPERSONAL

## ACHIEVEMENT

## LEADERSHIP

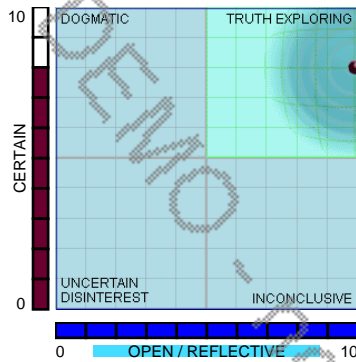
INITIATING

MOTIVATING

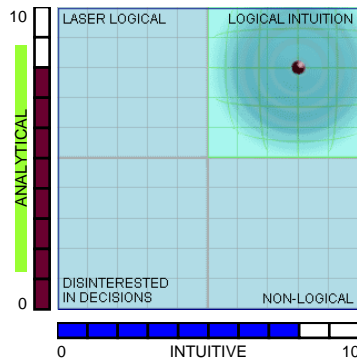
IMPLEMENTING

MAINTAINING

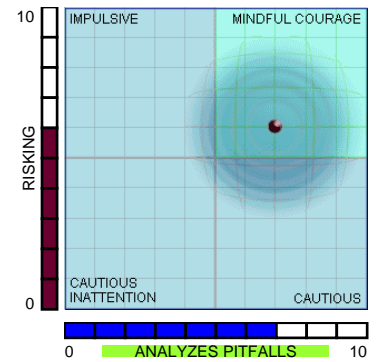
### OPINIONS



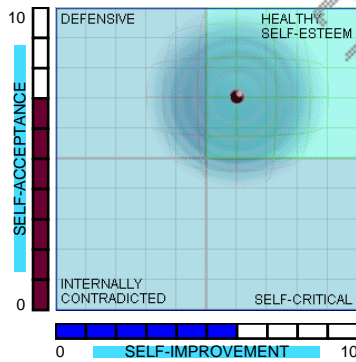
### DECISION APPROACH



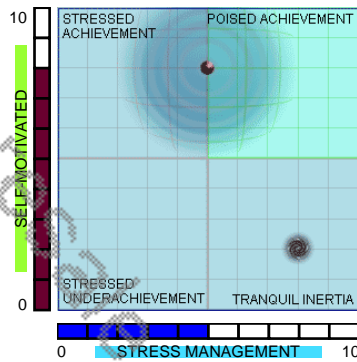
### STRATEGIC



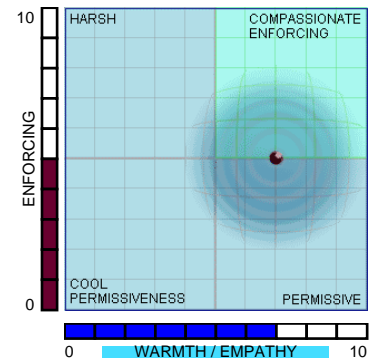
### SELF



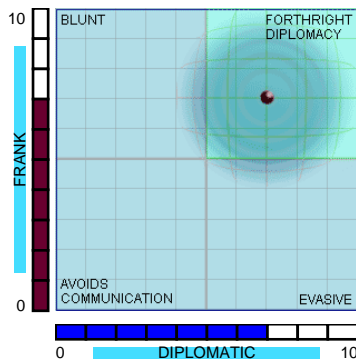
### MOTIVATION



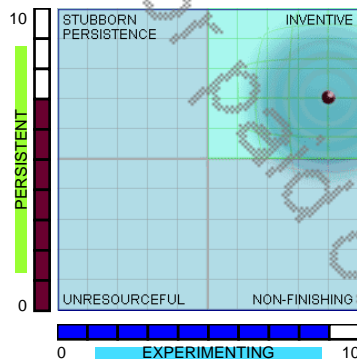
### DRIVING



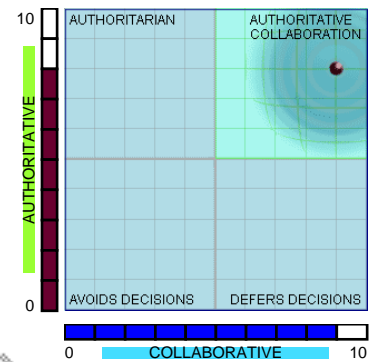
### COMMUNICATION



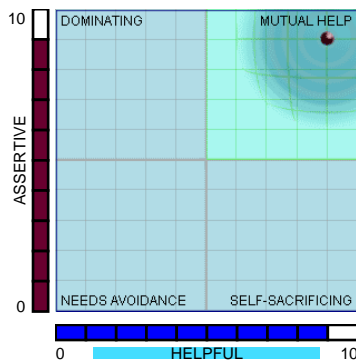
### INNOVATION



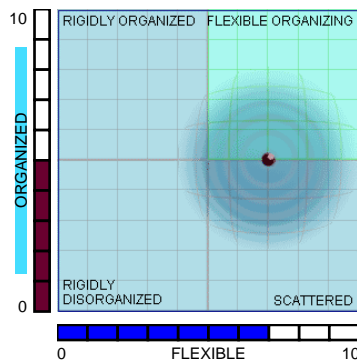
### DELEGATION



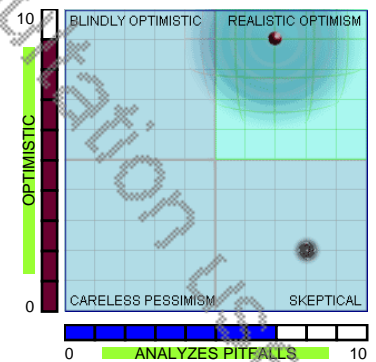
### POWER



### ORGANIZATION

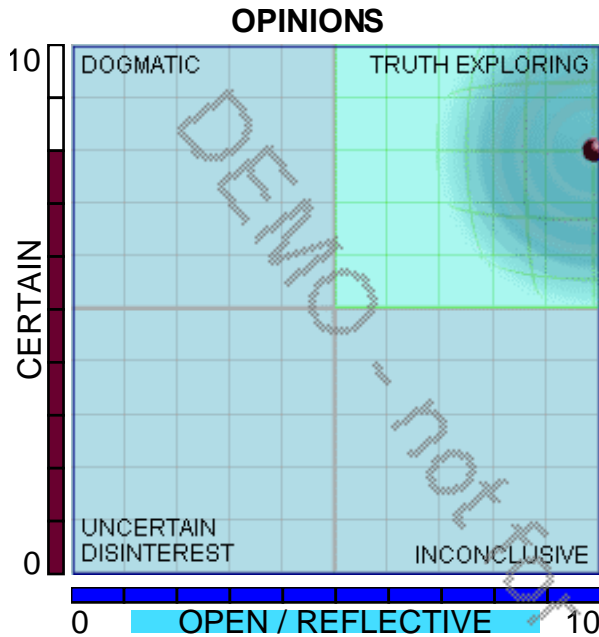


### STRATEGIC ACUMEN



Essential Trait on this template

Desirable Trait on this template



*"Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge."*

**The Primary traits for this paradox are:**

**CERTAIN**

The tendency to feel confident in one's opinions

**OPEN / REFLECTIVE**

The tendency to reflect on many different viewpoints

**There are four possible combinations for this paradox:**

**TRUTH EXPLORING** - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective)

**INCONCLUSIVE** - The tendency to lack certainty in ones opinions while at the same time being very open to the ideas of others (Low Certain and High Open / reflective)

**DOGMATIC** - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open / reflective)

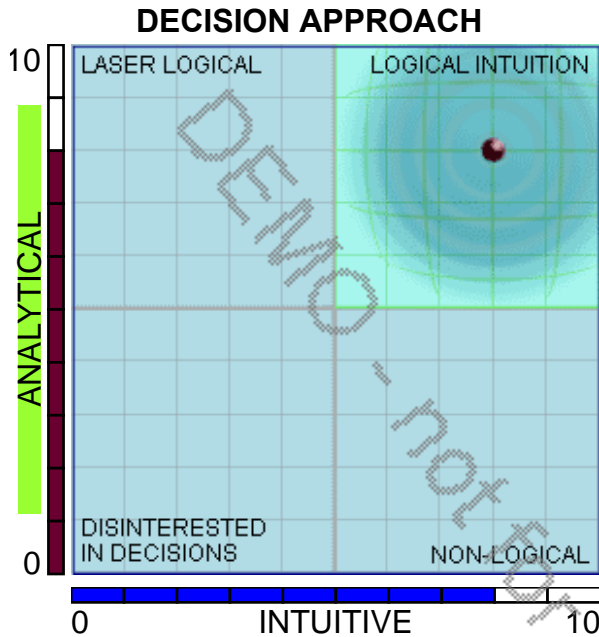
**UNCERTAIN DISINTEREST** - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

**Your tendencies for this paradox are:**

You are certain of your opinions.

You greatly enjoy reflecting on different ideas and opinions and you are probably extremely open-minded. You are likely to be very good at brainstorming.

You are confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you have strong opinions, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be extremely thoughtful and well considered. Although you have strong opinions, you are very quick to change to a better idea as soon as it is presented. Even though you are extremely open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. You are truly a truth explorer because you search for and discover greater and greater clarity of understanding.



*"Use your logical mind to work out your day to day issues, but use your inner vision to guide your direction."*

**The Primary traits for this paradox are:**

### ANALYTICAL

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

### INTUITIVE

The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

**There are four possible combinations for this paradox:**

**LOGICAL INTUITION** - The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

**NON-LOGICAL** - The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive)

**LASER LOGICAL** - The tendency to be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive)

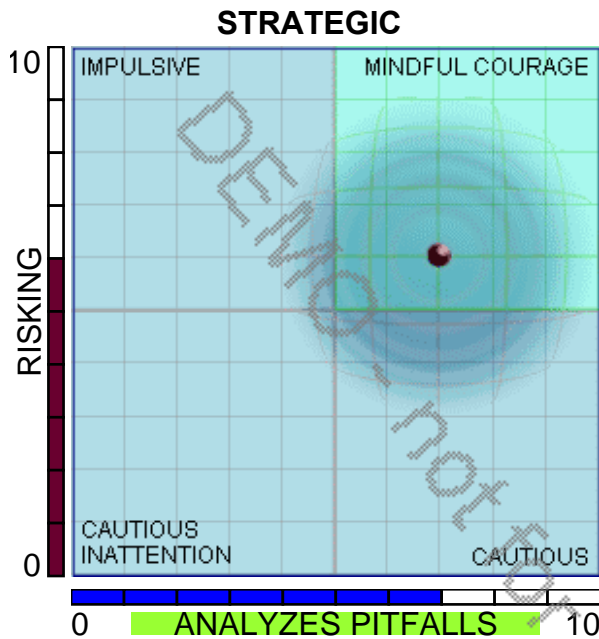
**DISINTERESTED IN DECISIONS** - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

**Your tendencies for this paradox are:**

You tend to analyze problems and decisions and you enjoy doing it.

You often use intuition or hunches to help make decisions.

Even though you tend to be intuitive, you also tend to be logical. As a result, you are probably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This gives you a very good insight into situations and problems. Your preferred behavioral range is in the logical intuition quadrant reflecting the above.



*"Have the courage to pursue success, but understand and manage your risks."*

**The Primary traits for this paradox are:**

### RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

### ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

**There are four possible combinations for this paradox:**

**MINDFUL COURAGE** - The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls)

**CAUTIOUS** - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks (Low Risking and High Analyzes Pitfalls)

**IMPULSIVE** - The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyzes Pitfalls)

**CAUTIOUS INATTENTION** - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

**Your tendencies for this paradox are:**

You are moderately willing to take business risks.

You usually tend to analyze the potential difficulties of plans and strategies and you are likely to be reasonably mindful when making strategic decisions.

You are moderate when taking business risks and you generally tend to analyze potential problems. This combination probably enables you to formulate strategies that effectively manage risks. Your preferred behavioral range (large blue area) is mostly in the mindful courage quadrant.

## Paradox Graph

Donna Esons

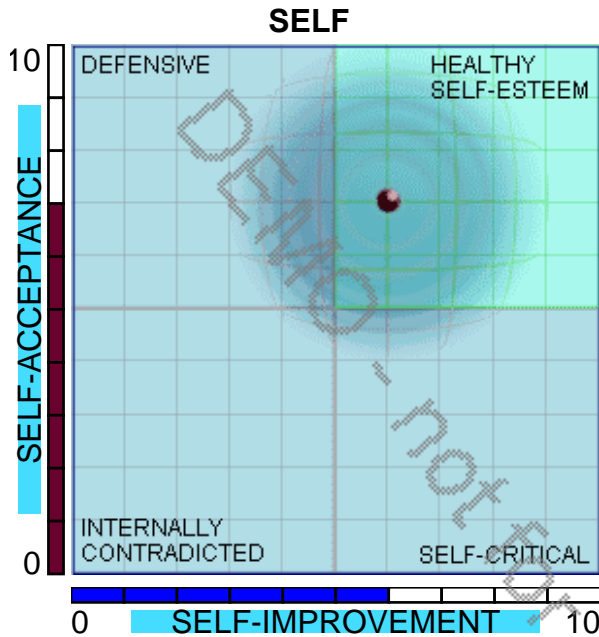
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*"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed through self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."*

**The Primary traits for this paradox are:**

### SELF-ACCEPTANCE

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

### SELF-IMPROVEMENT

The tendency to attempt to develop or better oneself

**There are four possible combinations for this paradox:**

**HEALTHY SELF-ESTEEM** - The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement)

**SELF-CRITICAL** - Disliking oneself in the context of self-improvement (Low Self-acceptance and High Self-improvement)

**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") (High Self-acceptance and Low Self-improvement)

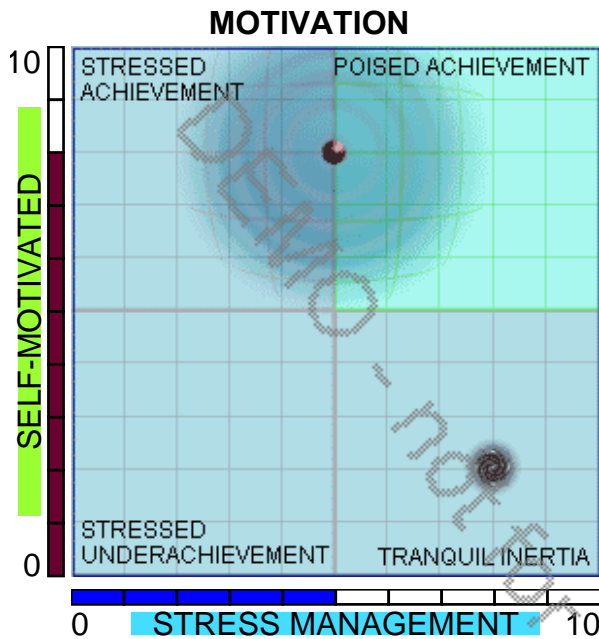
**INTERNALLY CONTRADICTED** - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

**Your tendencies for this paradox are:**

You tend to be reasonably self-accepting.

You may have some interest in self-improvement.

Your moderate interest in self-improvement combined with a reasonable level of self-acceptance reflects a moderately healthy self-esteem. Thus, most of your preferred behavioral range (large blue area) appears in the upper right quadrant. The behavioral range only partially extends to the defensive or self-critical quadrants indicating that you exhibit those behaviors to a lesser extent.



*"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."*

**The Primary traits for this paradox are:**

### SELF-MOTIVATED

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

### STRESS MANAGEMENT

The tendency to be relaxed and manage stress well when it occurs

**There are four possible combinations for this paradox:**

**POISED ACHIEVEMENT** - The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-motivated and High Stress Management)

**TRANQUIL INERTIA** - The tendency to be relaxed and easy-going while at the same time lacking in self-motivation (Low Self-motivated and High Stress Management)

**STRESSED ACHIEVEMENT** - The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress (High Self-motivated and Low Stress Management)

**STRESSED UNDERACHIEVEMENT** - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

**Your tendencies for this paradox are:**

You are self-motivated

You may at times be somewhat stressed, but it is usually not a significant problem.

Your high level of self-motivation combined with only a moderate level of stress management indicates that in the process of achievement, you may experience some stress. This is reflected in your preferred behavioral range (indicated by the large blue circle) being half in the poised achievement quadrant and half in the stressed achievement quadrant. The dark circle in the lower right indicates your desire to achieve is greater than your ability to manage stress, and thus you may develop some underlying desire to have a respite from your hard work.

## Paradox Graph

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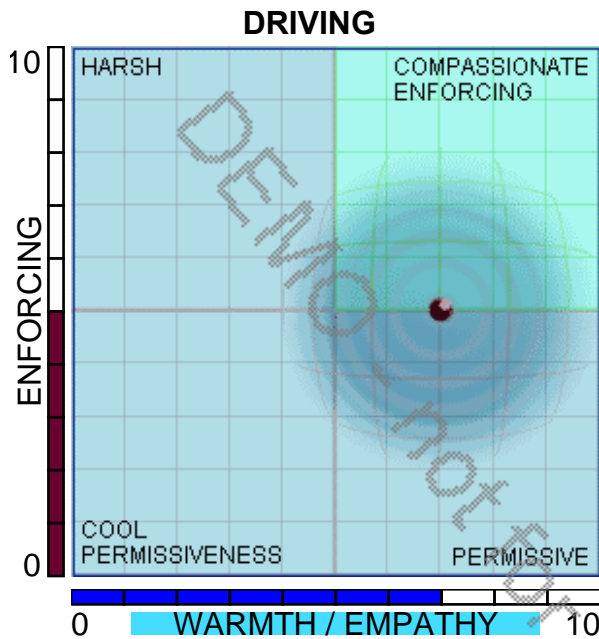
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*"Only a person with a kind heart can administer discipline that is beneficial to others."*

**The Primary traits for this paradox are:**

### ENFORCING

The tendency to insist upon necessary rules being followed

### WARMTH / EMPATHY

The tendency to express positive feelings and affinity toward others

**There are four possible combinations for this paradox:**

**COMPASSIONATE ENFORCING** - The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth / empathy)

**PERMISSIVE** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior (Low Enforcing and High Warmth / empathy)

**HARSH** - The tendency to be overly strict or punitive when enforcing rules and procedures (High Enforcing and Low Warmth / empathy)

**COOL PERMISSIVENESS** - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

**Your tendencies for this paradox are:**

You may be only moderately willing to enforce necessary rules.

You tend to reasonably often express warmth and empathy.

Although enforcing and discipline may not be your preferred activities, you will probably do them when necessary. When you enforce rules, you often do it with warmth and compassion. However, you may be a little permissive or lenient. Your preferred behavioral range (large blue area) is partially in the compassionate enforcer quadrant and partially in the permissive quadrant, indicating that about half of the time you may tend to be a little permissive and the other half you tend to be a compassionate enforcer.



## Paradox Graph

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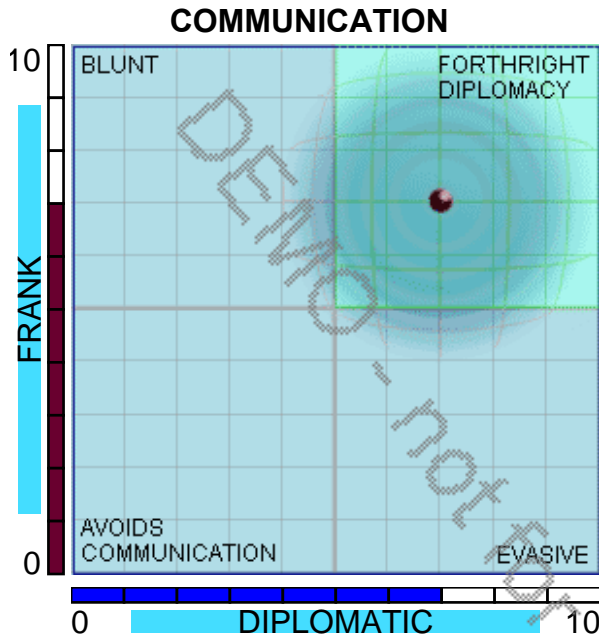
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*"To build cooperative relationships with others, be respectful of others' self esteem yet authentic in your communications."*

**The Primary traits for this paradox are:**

### FRANK

The tendency to be straightforward, direct, to the point, and forthright

### DIPLOMATIC

The tendency to state things in a tactful manner

**There are four possible combinations for this paradox:**

**FORTHRIGHT DIPLOMACY** - The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic)

**EVASIVE** - The tendency to be tactful without being sufficiently direct (Low Frank and High Diplomatic)

**BLUNT** - The tendency to be frank or direct while lacking in diplomacy or tact (High Frank and Low Diplomatic)

**AVOIDS COMMUNICATION** - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

**Your tendencies for this paradox are:**

You usually tend to be forthright, stating what you think in a reasonably direct manner.

You tend to be reasonably tactful, taking care to communicate in ways that make it easier for others to receive.

Your reasonable level of frankness combined with your reasonable level of diplomacy helps you to maintain good communication with your co-workers. You are often able to communicate diplomatically and straightforwardly at the same time. In most cases, you can be either diplomatic or frank as the situation requires. Your preferred behavioral range (large blue area) is mostly in the forthright diplomacy quadrant indicating that most of the time, you tend to be a good communicator. It also slightly extends to the evasive and blunt quadrants indicating that only occasionally you may communicate evasively or bluntly.

## Paradox Graph

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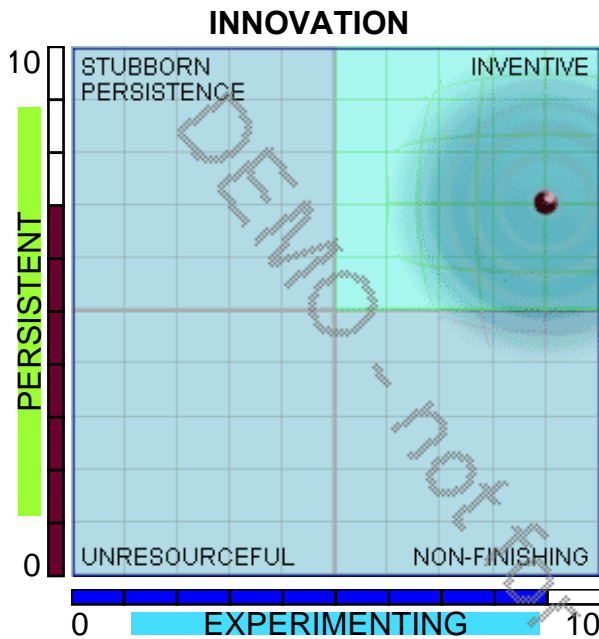
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*"The key to invention is to have focused determination while letting the imagination run wild."*

**The Primary traits for this paradox are:**

### **PERSISTENT**

The tendency to be tenacious despite encountering significant obstacles

### **EXPERIMENTING**

The tendency to try new things and new ways of doing things

**There are four possible combinations for this paradox:**

**INVENTIVE** - The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

**NON-FINISHING** - The tendency to experiment with many different things without persisting in a single direction (Low Persistent and High Experimenting)

**STUBBORN PERSISTENCE** - The tendency to tenaciously pursue the same course of action without experimenting with different ways of accomplishing the objective (High Persistent and Low Experimenting)

**UNRESOURCEFUL** - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

**Your tendencies for this paradox are:**

You tend to be reasonably determined and persevering with a task despite many obstacles.

You very much enjoy trying new things and frequently experiment with new ways of doing things.

You are likely to produce original ideas and/or inventions. Your reasonable level of persistence combined with your very high level of willingness to try new things enables you to be inventive. Your creativity can be very useful when starting in a new direction, taking on a new project, or doing something that has not been done before. Thus, you enjoy being on the cutting edge of discovery. Your preferred behavioral range (large blue area) is mostly in the inventive quadrant, indicating that your creative initiatives often come to fruition.

## Paradox Graph

Donna Esons

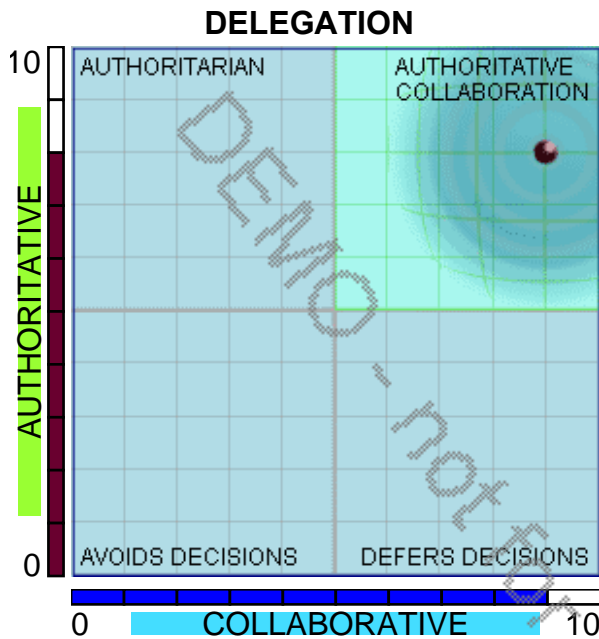
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v06/02/2014



*"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."*

**The Primary traits for this paradox are:**

### **AUTHORITATIVE**

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

### **COLLABORATIVE**

The tendency to collaborate with others when making decisions

**There are four possible combinations for this paradox:**

**AUTHORITATIVE COLLABORATION** - The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative)

**DEFERS DECISIONS** - The tendency to avoid making decisions by referring them to others (Low Authoritative and High Collaborative)

**AUTHORITARIAN** - The tendency to make decisions without collaborating with others (High Authoritative and Low Collaborative)

**AVOIDS DECISIONS** - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

**Your tendencies for this paradox are:**

You have a desire to have decision-making authority and are willing to accept decision-making responsibility.

You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions.

Your willingness to accept decision-making authority combined with your strong tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation. Your preferred behavioral range (large blue area) is in the authoritative collaboration quadrant, indicating that you accept responsibility and yet encourage participation. This helps you to be more effective when delegating.

## Paradox Graph

Donna Esons

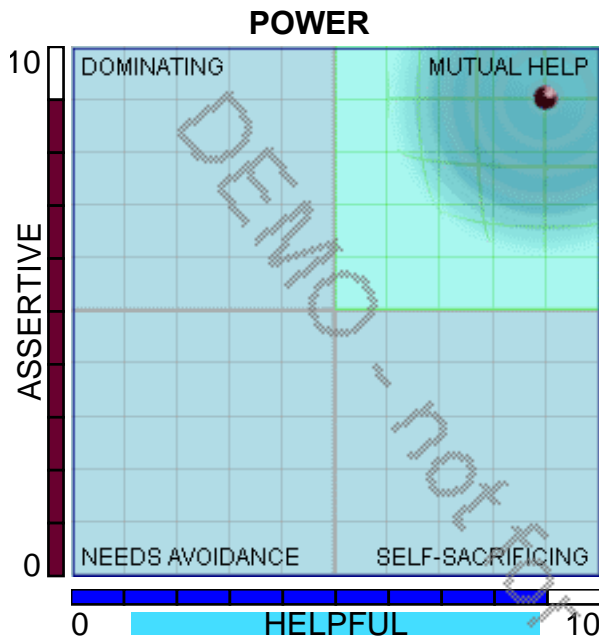
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*"Enduring and positive relationships are a result of meeting mutual needs."*

**The Primary traits for this paradox are:**

### ASSERTIVE

The tendency to put forward personal wants and needs

### HELPFUL

The tendency to respond to others' needs and assist or support others to achieve their goals

**There are four possible combinations for this paradox:**

**MUTUAL HELP** - The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful)

**SELF-SACRIFICING** - The tendency to respond to others' needs at the expense of one's own needs (Low Assertive and High Helpful)

**DOMINATING** - The tendency to be assertive with one's own needs while failing to respond to other people's needs (High Assertive and Low Helpful)

**NEEDS AVOIDANCE** - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

**Your tendencies for this paradox are:**

You very often put forward your own needs.

You tend to be very helpful and conscious of others' needs.

You tend to have interactions with others that are mutually helpful. You enjoy thinking of ways to establish mutual help with your co-workers and you are probably very good at working out arrangements that meet their needs as well as your own. This helps you to establish better working relationships. Your supportiveness is likely to be appreciated. Your preferred behavioral range (large blue area) is in the mutual help quadrant, indicating that you tend to establish mutually helpful interactions.



# Paradox Graph

Donna Esons

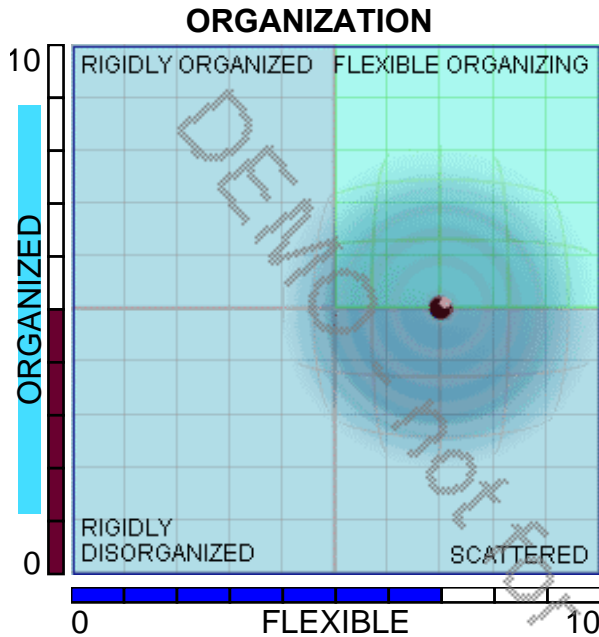
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*"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant change."*

### The Primary traits for this paradox are:

#### ORGANIZED

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

#### FLEXIBLE

The tendency to easily adapt to change

### There are four possible combinations for this paradox:

**FLEXIBLE ORGANIZING** - The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible)

**SCATTERED** - The tendency to be disorganized while at the same time enjoying and pursuing change (Low Organized and High Flexible)

**RIGIDLY ORGANIZED** - The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes (High Organized and Low Flexible)

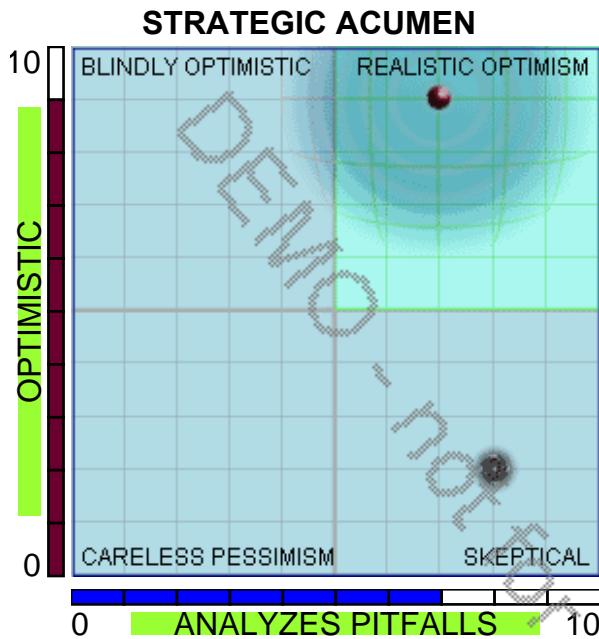
**RIGIDLY DISORGANIZED** - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

### Your tendencies for this paradox are:

You tend to be moderately well organized, but you may prefer not to have to be extremely orderly.

You usually tend to be adaptive to change and you enjoy some variety.

Your tendency to be reasonably flexible enables you to adapt to change reasonably quickly. When circumstances change, you normally adjust to meet the new requirements. Your preferred behavioral range (large blue area) is partially in the flexible organizing quadrant and partially in the scattered quadrant indicating that sometimes you may be effective when organizing and at other times you may be a little scattered, perhaps implementing too many changes.



*"Keep a positive attitude about the future, but be mindful of difficulties when they are small."*

**The Primary traits for this paradox are:**

### OPTIMISTIC

The tendency to believe the future will be positive

### ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

**There are four possible combinations for this paradox:**

**REALISTIC OPTIMISM** - The tendency to analyze the potential pitfalls of a plan or strategy while maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyzes Pitfalls)

**SKEPTICAL** - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyzes Pitfalls)

**BLINDLY OPTIMISTIC** - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties (High Optimistic and Low Analyzes Pitfalls)

**CARELESS PESSIMISM** - The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyzes Pitfalls)

**Your tendencies for this paradox are:**

You tend to be very optimistic and cheerful. Your positive attitude will be very beneficial when dealing with your co-workers or clients.

You usually tend to analyze the potential difficulties of plans and strategies, and you are reasonably mindful when it comes to making strategic decisions.

Your very positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your tendency to analyze potential problems provides insight into things that could hinder your success. Being both optimistic and mindful helps you to have a reasonably clear and balanced view of situations and strategies. You tend to visualize a positive future while being reasonably mindful of obstacles. Thus, you usually avoid the trap of being blindly optimistic (being optimistic without analyzing pitfalls). Your preferred behavioral range (large blue area) is mostly in the realistic optimism quadrant. It slightly extends to the blindly optimistic quadrant indicating that although you analyze potential problems, your optimism is a little greater. Thus, you may tend to give greater weight to the positive side than the potential problems. The small dark circle in the lower right indicates that



## Paradox Graph

**Donna Esons**

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For AgileEdge

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v06/02/2014

### Your tendencies for this paradox are:

your tendency to lean toward being blindly optimistic may reflect a slight underlying fear of things going wrong.

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## Summary and Keywords

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This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behavior.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### Keyword Descriptions

#### Strongest Traits

Open minded  
Idealistic  
Likes to plan  
Enthusiastic about goals

#### Strong Traits

Outgoing  
Optimistic  
Enjoys collaborating  
Has creative ideas  
Assertive  
Helpful

#### Reasonably Strong Traits

Self-certain  
Analytical  
Intuitive  
Willing to make decisions  
Takes initiative  
Self-motivated

### Summary Descriptions

Donna's task preferences are (in order of preference): doing something that helps others or society, thinking about and trying new ways to do things, teaching, making presentations to groups, meeting and interacting with new people, and analyzing facts, problems and decisions. Donna prefers to avoid the following tasks (listed according to greatest dislike first): working with computers, doing physical work, doing clerical work, doing something artistic, and working with her hands. Donna would be interested in work that involves sports, finance/business, health/medicine, psychology, and manufacturing. Donna needs a work environment that involves working as part of a team, stimulating deadlines, working indoors, the opportunity to occasionally get up and move around, and few repetitive and monotonous tasks.

Generally, Donna has a very optimistic and positive attitude. Donna is reasonably helpful and responsive to others' needs. Thus, Donna is very good at creating mutually beneficial interactions. Donna is very outgoing. Thus she would enjoy a position that involves meeting new people. Donna enjoys trying to influence others. Her warm-heartedness will enable her to influence others more successfully. There are some interpersonal areas in which she could improve.

Donna is highly motivated by a chance to have authority for making decisions, a chance to take initiative, having challenging work, an opportunity to do something worthwhile for society, and an opportunity to achieve her goals. She is demotivated by goals unrelated to her own goals.

Donna enjoys analyzing facts and situations. Donna is comfortable in a decision-making role. Donna is very willing to collaborate with others with regard to making decisions. Donna has a good balance between accepting responsibility for decisions and collaborating with others. Donna is optimistic about the outcome of risks. Donna normally approaches decisions with an extremely open and reflective mind. Donna is strong-minded but her beliefs are generally formed





## Summary and Keywords

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### Summary Descriptions

through considering different viewpoints rather than being dogmatic. When making decisions, Donna frequently prefers to try a new approach to a situation.

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## Traits & Definitions

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The report lists Donna's traits and corresponding scores in descending order for each trait category. The trait definitions are to the right of each trait. If a position was selected when running this report, the traits related to the position will be highlighted in **green** for Essential Traits, **blue** for Desirable Traits, and **red** for Traits to Avoid that could hinder Donna's performance.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.

A single asterisk, \*, indicates that there are some inconsistencies related to this trait, but the result is probably reliable. A double asterisks, \*\*, indicates that there are some inconsistencies related to this trait, and the result is probably questionable.

### Traits

These are the primary work preference and personality factors measured in the Harrison Assessments system, listed in order of Donna's scores.

#### Life Themes - Donna's life themes, highest values, key potential strengths

Trait	Donna's Score	Description
Open / reflective	10.0	The tendency to reflect on many different viewpoints
Cause Motivated	9.9	The tendency to be motivated to help society
Planning	9.5	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Enthusiastic	9.5	The tendency to be eager and excited toward one's own goals
Helpful	9.4	The tendency to respond to others' needs and assist or support others to achieve their goals

#### Strengths and Preferred Focus - Donna's potential strength and preferred focus

Trait	Donna's Score	Description
Enlists Cooperation	9.3	The tendency to invite others to participate in or join an effort
Optimistic	9.1	The tendency to believe the future will be positive
Experimenting	9.0	The tendency to try new things and new ways of doing things
Assertive	9.0	The tendency to put forward personal wants and needs
Influencing	8.8	The tendency to try to persuade others
Collaborative	8.7	The tendency to collaborate with others when making decisions
Outgoing	8.5	The tendency to be socially extroverted and the enjoyment of meeting new people
Certain	8.4	The tendency to feel confident in one's opinions
Intuitive	8.4 *	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Self-motivated	8.3	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Wants Challenge	8.0 *	The willingness to attempt difficult tasks or goals
Tolerance Of Bluntness	8.0	The level of comfort related to receiving abrupt or frank communications from others
Authoritative	7.8	The desire for decision-making authority and the willingness to accept decision-making responsibility
Takes Initiative	7.5	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Analytical	7.5 *	The tendency to logically examine facts and situations (not necessarily analytical ability)

## Traits & Definitions

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### Traits

#### Acceptable Areas - Donna's moderate strengths and preferences

Trait	Donna's Score	Description
Analyzes Pitfalls	7.4	The tendency to scrutinize potential difficulties related to a plan or strategy
Persistent	7.3 *	The tendency to be tenacious despite encountering significant obstacles
Wants Capable Leader	7.2 *	The desire to have a leader one perceives to be capable
Diplomatic	7.1	The tendency to state things in a tactful manner
Flexible	7.1	The tendency to easily adapt to change
Self-acceptance	6.8	The tendency to like oneself ("I'm O.K. the way I am")
Warmth / empathy	6.8	The tendency to express positive feelings and affinity toward others
Frank	6.7	The tendency to be straightforward, direct, to the point, and forthright
Comfort With Conflict	6.1	The tendency to be comfortable with confrontation or strife
Self-improvement	6.0	The tendency to attempt to develop or better oneself
Manages Stress Well	5.9	The tendency to deal effectively with strain and difficulty when it occurs
Wants Autonomy	5.9	The desire to have freedom or independence from authority
Wants Recognition	5.9	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Risking	5.8	The tendency to feel comfortable with business ventures that involve uncertainty

#### Willing to do - Areas in which Donna is willing if not required a large percentage of the time

Trait	Donna's Score	Description
Tempo	5.4	The enjoyment of work that needs to be done quickly
Systematic	5.4	The enjoyment of tasks that require carefully or methodically thinking through steps.
Enforcing	5.2	The tendency to insist upon necessary rules being followed
Wants Frankness	4.9	The desire for others to be direct, straightforward, and to the point
Wants To Lead	4.7	The desire to be in a position to direct or guide others
Organized	4.6	The tendency to place and maintain order in an environment or situation
Tolerance Of Structure	4.0	The tolerance of following rules, schedules, and procedures created by someone else
Wants Diplomacy	3.8	The desire for others to be tactful
Relaxed	3.8	The tendency to feel at ease or calm while working
Precise	3.5	The enjoyment of work that requires being exact and the tendency to be detail oriented

#### Prefer Not to Do It - Donna would prefer to be doing other things than these

Trait	Donna's Score	Description
Wants High Pay	3.3	The desire to earn greater remuneration
Wants Stable Career	2.9	The desire for long-term or permanent employment

### Retention and Engagement Factors

These are Donna's retention and engagement factors listed in order.

Retention and Engagement Factors	Donna's Score	Description
Wants Opinions Valued	10.0	The desire to have an employer who listens and gives importance to one's views
Wants Development	9.0	The desire to have work opportunities to learn new skills or increase abilities
Wants Work/Life Balance	8.0	The desire to have sufficient time away from work for rest, enjoyment, or family

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### Retention and Engagement Factors

Retention and Engagement Factors	Donna's Score	Description
Wants Flexible Work Time	7.0	The desire to have adjustable working hours or holiday schedules
Wants Advancement	6.0	The desire to have work opportunities to expand one's career or responsibilities
Wants Appreciation	5.0	The desire to have an employer who expresses appreciation for one's work
Wants To Be Informed	4.0	The desire to have an employer who freely shares information related to one's work or job
Wants Social Opportunities	3.0	The desire to have a workplace that enables one to meet and interact with others
Wants Quick Pay Increases	2.0	The desire to have an employer who offers relatively frequent pay increases
Wants Personal Help	1.0	The desire to receive some type of employer support related to one's personal difficulties

### Task Preferences

These are tasks listed in order of Donna's preferences.

Task Preference	Donna's Score	Description
Teaching	9.7	The enjoyment of instructing, training, or educating others
Public Speaking	7.9	The enjoyment of presenting or articulating information to groups of people
Research / learning	6.2	The enjoyment of gathering and comprehending new information
Building / making	6.1 *	The enjoyment of constructing or putting together anything
Numerical	5.1	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Mechanical	4.3	The enjoyment of work that involves fixing or repairing something
Driving	3.9	The enjoyment of operating a motor vehicle
Artistic	3.1	The enjoyment of making things look beautiful or attractive
Manual Work	2.9	The enjoyment of work that involves using one's hands
Physical Work	2.3	The enjoyment of work that involves substantial bodily effort
Computers	2.1	The enjoyment of working with electronic machines that calculate, store, or analyze information
Clerical	2.1	The enjoyment of tasks such as typing or filing or organizing information

### Interests

These are interests listed in order of Donna's areas of interest.

Interest	Donna's Score	Description
Psychology	9.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Sports	8.0	The interest in work that involves sports
Finance / business	8.0	The interest in commerce or fiscal management
Manufacturing	8.0	The interest in the production of products using labor, machines, or chemicals
Health / medicine	8.0	The interest in health or medicine
Selling	7.0	The interest in convincing or influencing others to purchase a product or service
Travel	7.0	The interest in work that involves frequently taking a journey
Plants	7.0	The interest in shrubs, gardening, botany, trees, or farming
Biology	7.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Medical Science	7.0	The interest in at least one of the applied sciences related to healthcare
Legal Matters	7.0	The interest in rules created by social institutions to govern society and business
Science	7.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge

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### Interests

Interest	Donna's Score	Description
Writing / language	7.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Animals	6.0	The interest in working with mammals, birds, reptiles, or fish
Food	6.0	The interest in work relating to food
Physical Science	5.0	The interest in the physics and chemistry of nature
Children	5.0	The interest in working with children
Entertainment	4.0	The interest in activity that holds the attention and interest of an audience
Electronics	4.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Computer Software	4.0	The interest in the non-tangible program components of computers
Computer Hardware	3.0	The interest in the physical elements that constitute a computer system

### Work Environment Preferences

These are work environment preferences listed in Donna's order of preference.

Work Environment Preference	Donna's Score	Description
Team	8.5	The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)
Pressure Tolerance	7.6 *	The level of comfort related to working under deadlines and busy schedules
Public Contact	4.4	The level of comfort interacting with a wide range of people representative of general society
Noise	4.2	The tolerance of working in an environment that has loud or continuous sounds
Outdoors	3.0	The desire to work in an outside environment
Standing	2.6	The tolerance of standing in one place for long periods (no opportunity to sit or walk around)
Sitting	2.5	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Repetition	2.4	The tolerance of monotonous work: a single activity repeated over and over (e.g. assembly line)

### Behavioral Competencies

Behavioral competencies are composed of numerous traits, and are listed in order of Donna's strengths.

Behavioral Competency	Donna's Score	Description
Interpersonal Skills	9.3	The tendency to have a balance of traits that relate to effective interaction with others
Negotiating	9.1	The tendency to bargain in order to reach a beneficial agreement
Organizational Compatibility	9.0	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Coaching	8.9	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Effective Enforcing	8.8	The tendency to skillfully correct others when they are violating rules or performing poorly
Innovative	8.8	The tendency to create new and more effective ways of doing things
Handles Conflict	8.5	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
People Oriented	8.4	The tendency to have a balance of traits that would enable one to positively interact with others
Judgment (strategic)	8.1	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Receives Correction	8.0	The tendency to accept guidance intended to improve performance
Handles Autonomy	7.6	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)

## Traits & Definitions

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### Behavioral Competencies

Behavioral Competency	Donna's Score	Description
Doesn't Need Structure	7.6	The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge)
Provides Direction	7.3	The tendency to manifest the traits necessary for a leadership role
Self-employed	6.3	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Tolerance Of Evasiveness	5.7	The level of comfort related to dealing with people who are indirect or lacking in frankness

### Traits to Avoid for this Position

These traits to avoid are related to the position selected. If they are highlighted in red, it indicates that trait may hinder Donna's performance.

Traits to Avoid for this Position	Donna's Score	Description
Insensitive	2.2	The tendency to be assertive with one's own needs while lacking sufficient warmth for others
Blindly Optimistic	1.7	The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties
Permissive	1.7	The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior
Defensive	0.8	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Evasive	0.4	The tendency to be tactful without being sufficiently direct
Self-sacrificing	0.4	The tendency to respond to others' needs at the expense of one's own needs
Impulsive	0.0	The tendency to take risks without sufficient analysis of the potential difficulties
Harsh	0.0	The tendency to be overly strict or punitive when enforcing rules and procedures
Self-critical	0.0	Disliking oneself in the context of self-improvement
Blunt	0.0	The tendency to be frank or direct while lacking in diplomacy or tact
Dogmatic	0.0	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Dominating	0.0	The tendency to be assertive with one's own needs while failing to respond to other people's needs
Forceful Enforcing	0.0	The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation
Skeptical	0.0	The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits

### Functions

These scores reflect Donna's level of suitability for each of the following job categories on a scale of 0 to 10.

Functions	Donna's Score	Description
Management - Middle	8.5	This template is designed for a position that has the responsibilities of middle management. It focuses on achievement, self-motivation, leadership, and decision-making. It also screens for a lack of interpersonal skills necessary for management.
Sales - Cold Calling	8.5	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Customer Service - Friendly	8.5	This template is for a position in which the primary requirement is friendliness (not necessarily efficiency). It focuses on a variety of interpersonal skills related to serving customers. It also screens for personal honesty and at least a moderate level of motivation.
Management - Upper	8.2	This template is designed for a senior management position. It focuses on leadership, achievement, self-motivation, decision-making, and various interpersonal skills that relate to leadership.

## Traits & Definitions

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### Functions

Functions	Donna's Score	Description
Supervisory	8.2	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Technical	4.9	This template is specifically designed for a technical position. It focuses on analytical tendencies, organizational skills, and self-motivation. It also screens for a lack of interpersonal skills necessary for interacting with co-workers.
Administration - General	1.4	This position is specifically designed for a general administration role. It focuses on being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.

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## Main Graph and Narrative

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The Main Graph has 9 dimensions and enables you to easily see the interactions between traits. Within each dimension, there is a North, a South, a West and an East axis with a trait at each end. In the center of each dimension is a ZERO and each axis can extend to a value of 10 depending on the profilee's score.

Paradoxical traits appear on the North - South axis except for one dimension. The North trait of the Paradox is the Dynamic trait. The South trait is the Gentle trait of that Paradox. The two traits on the East - West axis are Supplementary to the Paradoxical traits in each dimension. The exception is in the Decisions Paradox where there are two pairs of Paradoxical traits at North - South axis as well as East - West axis.

Six of the traits on the Main Graph are a combination of two or more sub-traits.

Problem Solving is a combination of ANALYTICAL and ANALYZES PITFALLS.

Takes Autonomy is a combination of TAKES INITIATIVE and WANTS AUTONOMY.

Self-Motivated is a combination of TAKES INITIATIVE, WANTS CHALLENGE and ENTHUSIASM.

Stress Management is a combination of MANAGES STRESS WELL and RELAXED.

Provides Direction is a combination of WANTS TO LEAD and various interpersonal skills.

Handles Conflict is a combination of COMFORT WITH CONFLICT and various interpersonal skills.

The scores of these sub-traits can be found in the Traits & Definitions Report.

Additionally there are three pairs of paradoxical traits that appear across dimensions.

RISKING and ANALYZES PITFALLS (in Problem Solving)

OPTIMISTIC and ANALYZES PITFALLS (in Problem Solving)

WARMTH/EMPATHY and ENFORCING

And one pair of cross dimension traits that are semi-paradoxical, TEMPO and PRECISE.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.



# Main Graph and Narrative

**Donna Esons**

**Completed: 01/27/2015**

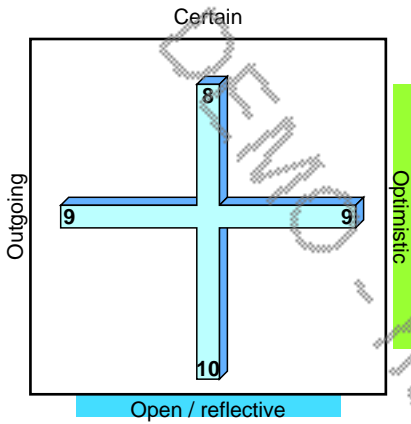
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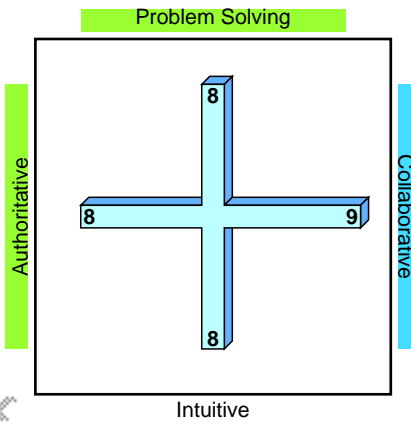
Compared to: **Human Resource Director (Moderate experience) #HA-1205-M-M**

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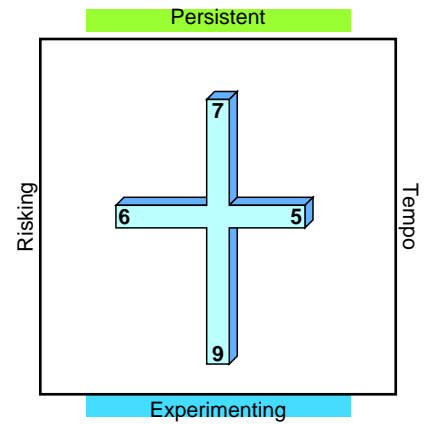
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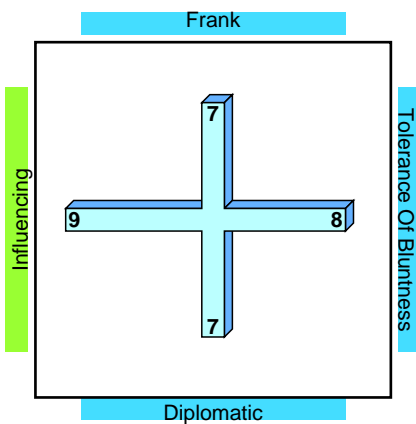
## DECISIONS



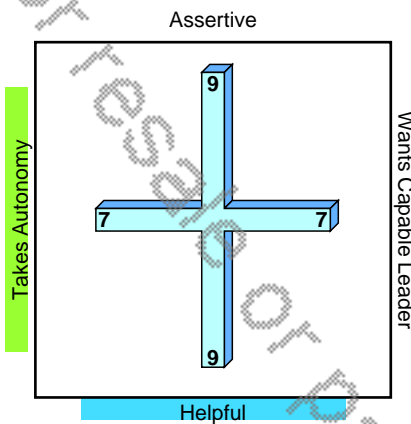
## INNOVATION



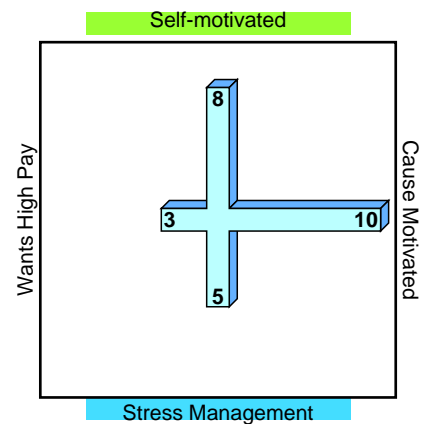
## COMMUNICATION



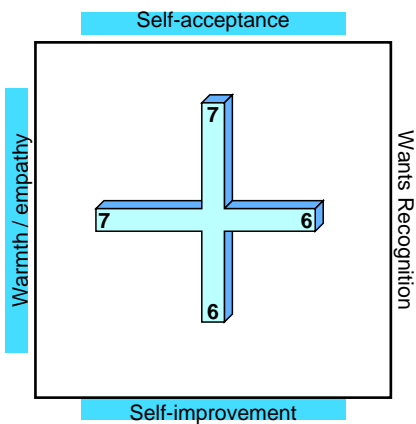
## POWER



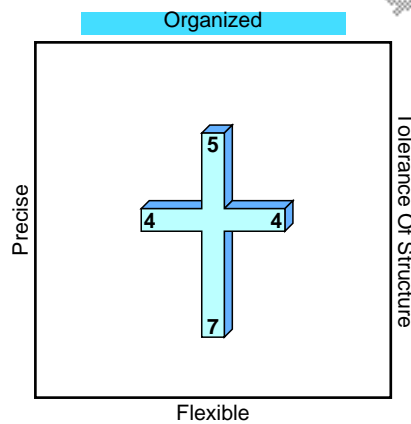
## MOTIVATION



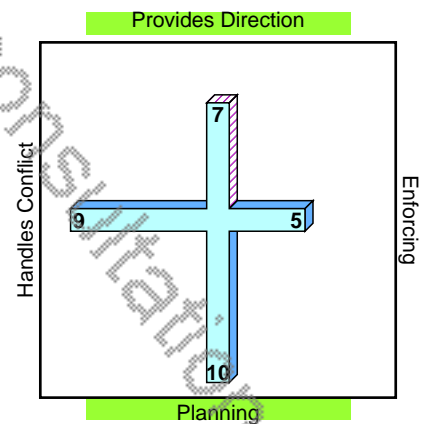
## SUPPORT



## ORGANIZATION



## LEADERSHIP



**Probable Hindrance**



**Possible Hindrance**

**Essential Trait on this template**

**Desirable Trait on this template**

## Suitability

The questions on the left are key suitability questions that are suggested for each suitability factor. These are listed in descending order with traits having the greatest impact listed first.

The answer options on the right are to be scored by the interviewer, based on asking the interview question, and applying the criteria stated on the section marked 'Look For...'

At the end of the interview, enter these scores into the Harrison Assessments system to calculate the interview score and overall score.

After you have entered these scores, if you then print this report, it will show your scores for informational purposes.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### Wants To Lead

Tell me a time when you demonstrated the desire to take leadership responsibility. What was it like for you?

#### Look For...

Donna's degree of responsibility taken and the degree of genuine desire to lead. The more Donna has of this trait, the more likely she will perform well.

- Ideal**
- Excellent**
- Good**
- Average**
- Mediocre**
- A Little Lacking**
- Somewhat Lacking**
- Lacking**
- Very Lacking**
- Extremely Lacking**
- Unacceptable**

### Persistent

Tell me a time in which you demonstrated determination to overcome a difficult obstacle.

#### Look For...

The difficulty of the obstacle and the degree of determination demonstrated. The more Donna has of this trait, the more likely she will perform well.

- Ideal**
- Excellent**
- Good**
- Average**
- Mediocre**
- A Little Lacking**
- Somewhat Lacking**
- Lacking**
- Very Lacking**
- Extremely Lacking**
- Unacceptable**

## Suitability

### Analyzes Pitfalls

Tell me a recent example of you effectively scrutinizing or analyzing the potential pitfalls of a plan of strategy

#### Look For...

Donna's enjoyment of analyzing pitfalls, the quality of her examples, and her ability to logically determine the relevant pitfalls. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

### Takes Initiative

Give me an example of a time when you perceived a need in your organization and took steps to fulfill that need without being asked to do so.

#### Look For...

Donna's degree of initiative and appropriateness of initiative. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

### Analytical

Tell me a time you enjoyed analyzing a problem and you were particularly effective.

#### Look For...

Donna's degree of enjoyment, the difficulty of the problem, and the degree of resolution achieved. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

## Suitability

### Finance / business

In what ways have you demonstrated an interest in business or finance?

#### Look For...

Donna's interest in business OR finance and a history of activity that demonstrates it. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

### Authoritative

Describe a time when you took primary responsibility for a difficult decision. How did you feel about it?

#### Look For...

Donna's desire for decision-making authority and the willingness to accept complete responsibility. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

### Wants Challenge

Tell me an example of you being motivated by a challenging goal or project. What challenges do you want to pursue in the next few years?

#### Look For...

The degree of difficulty of the goal, Donna's degree of motivation related to challenges, and especially the relevance of the challenges to this position. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

## Suitability

### Optimistic

Tell me a recent example of you believing your future will be positive.

#### Look For...

A genuine feeling of optimism. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

### Planning

Tell me an example of a project you have done that required careful planning. How did you go about it?

#### Look For...

Donna's enjoyment of planning, the quality of her examples, and the relevance of the examples to the position. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

### Influencing

Give me an example of a work situation in which you were particularly persuasive.

#### Look For...

Donna's enjoyment of being persuasive, her comfort with being persuasive, and especially the degree of persuasiveness she exhibited. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

## Interview Guide

**Donna Esons**

Completed: 01/27/2015

Free demo report, not for resale. Compliments of info@harrisonassessments.com

For Agiledge

Compared to: **Human Resource Director (Moderate experience) #HA-1205-M-M**

v06/02/2014

### Suitability

#### Enthusiastic

Tell me your most important goals and how you feel about them.

#### Look For...

Donna's clarity of the goals, her degree of achievement necessary to accomplish the goals, her degree of enthusiasm toward the goals, and especially the relevance of her goals to the position. The more Donna has of this trait, the more likely she will perform well.

- Ideal
- Excellent
- Good
- Average
- Mediocre
- A Little Lacking
- Somewhat Lacking
- Lacking
- Very Lacking
- Extremely Lacking
- Unacceptable

Overall Notes/Score

## How To Attract This Candidate

**Donna Esons**

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For Agiledge

Compared to: **Human Resource Director (Moderate experience) #HA-1205-M-M**

v06/02/2014

This report identifies the key leverage points for Donna that will help you to convince Donna to work for your company.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Donna's consistency score is 54 which indicates that Donna is 90.8% consistent in answering the questionnaire. This indicates a high likelihood that Donna was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Start with the most important factors at the top.

### Essential Factors to Consider

Donna greatly enjoys brainstorming and will be more attracted to work for your company if Donna believes she will have opportunities for brainstorming.

Donna has a very strong desire to have employment that she perceives to be beneficial to society. To attract Donna to work for your company, explain the ways in which she could help society through her work in this position.

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

### Important Factors to Consider

Donna very much enjoys meeting new people and will be more motivated to work for you if Donna believes she will have many opportunities to do so.

Donna has a very optimistic and cheerful attitude. Donna will be more attracted to work for your company if she believes that management and especially her supervisor will also have a positive attitude.

Donna has a strong desire to collaborate with regard to decisions. Explain the ways in which this position will have opportunities for such collaboration.

Donna very much enjoys persuading and influencing others. Donna will be more attracted to work for your company if you explain in detail the opportunities she will have to influence management, co-workers, staff, or clients.

Donna has a strong desire to be helpful. Explain the ways in which this position will enable her to be helpful or supportive of others.

Donna very much enjoys working in a team. If the position involves teamwork, explain the ways in which she will have opportunities to work closely in a team.

### Other Possible Factors to Consider

Donna enjoys analyzing problems. If the position involves analyzing problems, explain how her natural tendencies could be very beneficial. Discuss the types of problems that can be analyzed in this position.

Donna has a desire to have decision-making responsibility. Explain the ways in which this position will have decision-making authority.

Donna is motivated by opportunities to take initiative. To attract Donna to work for your company, specify the areas in which she will be able to take initiative. If Donna has strong eligibility, convince her that opportunities will be provided. If



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v06/02/2014

### Other Possible Factors to Consider

Donna's experience and skills are at a developmental stage, convince her that the opportunities will be provided as her skills and experience are developed.

Donna is motivated by challenging tasks or projects. To attract Donna to work for your company, explain the challenges the position will offer. Difficult challenges are motivating to her. If there are opportunities for advancement, explain those as well.

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