Andrew's HATS Suitability Reports

Click to scroll through the report

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Page 1-4: ***Job Success Analysis Report*** **(main** specific job template report for hiring, several thousand available. This one is a lower level job, Accounts Administration, non-management)

Omitted for this, but provides the detailed explanation of the report above**: Job Success Profile Behavioral Narrative** (describes traits/words used in Impact Graph)

Pages 4 - 6: ***How to Manage, Develop and Retain Report*** (A summary report designed for the hiring manager's coaching and onboarding process)

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Omitted here***; Development for Position Report*** (A series of over 50 optional reports enabling the individual or managers coaching the individual to walk-through a series of questions to develop an action plan for improving a specific trait)

Pages 41 – 49: ***Engagement and Retention Profile*** - The purpose of this report focuses on what is required to keep this person engaged and happy working at your company.

Job Success Analysis

Andrew Jones **Completed: 09/15/2013**
For Agiledge
Compared to: Administration - Accounts #HA6-001 v07/20/2009

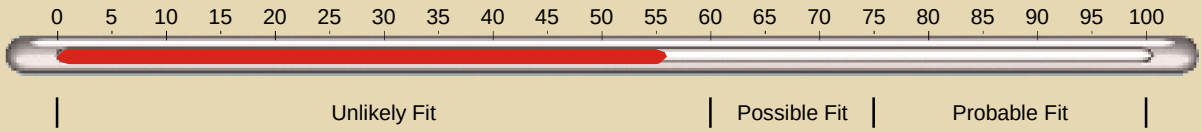
Harrison Assessments Suitability

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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

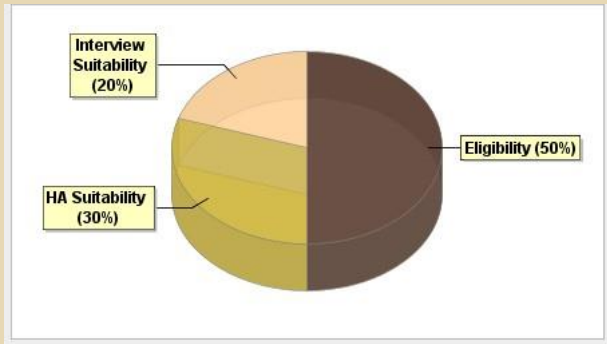
OverallPercentageofJobFit=56%

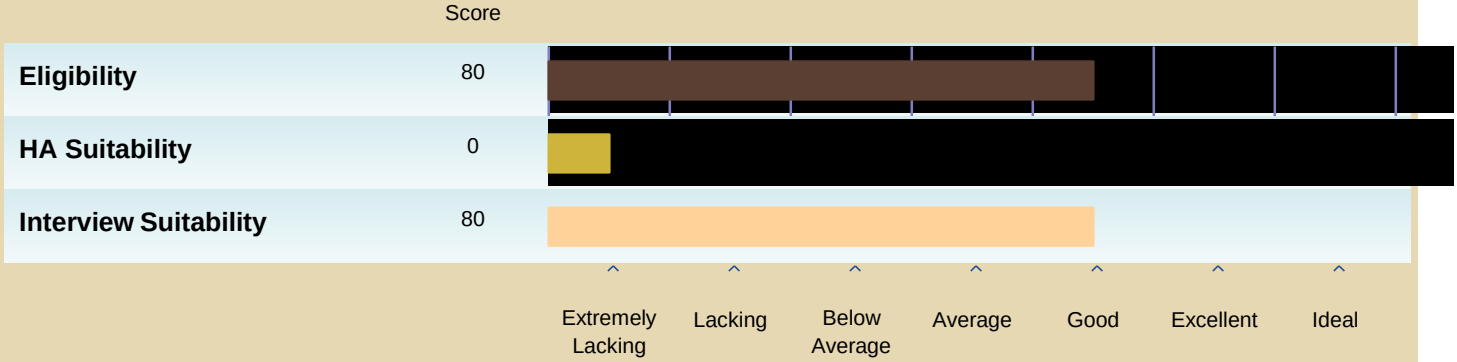


Eligibility (50%): Your selected weighting for this assessment is 50%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

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

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





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Harrison Assessments Suitability

Essential traits (in order of importance)

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

Clerical:
The enjoyment of tasks such as typing or filing or organizing information

Narrative: Andrew dislikes clerical work and probably tends to avoid it. Andrew's degree of enjoyment of clerical work will probably have an extremely negative impact on job satisfaction and/or performance.

2.5

Numerical:
The enjoyment of counting, calculating, or analyzing quantities using mathematics

Narrative: Andrew enjoys working with numbers. Andrew's enjoyment of working with numbers will probably have a positive impact on job satisfaction and/or performance.

8.0

Precise:
The enjoyment of work that requires being exact and the tendency to be detail oriented

Narrative: Andrew strongly dislikes having to do precision tasks. He strongly prefers not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail. Andrew's degree of enjoyment of precision tasks will probably have an extremely negative impact on job satisfaction and/or performance.

2.3

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

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

3.9

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

Narrative: Andrew very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Andrew's degree of initiative will probably have a slightly positive impact on job satisfaction and/or performance.

8.7

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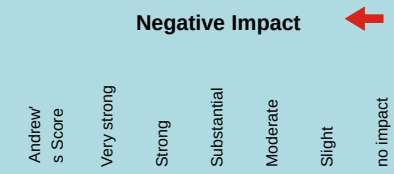
Desirable traits (in order of importance)

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



Tolerance Of Structure:
The tolerance of following rules, schedules, and procedures created by someone else

Andrew's Score: 3.3

Narrative: Andrew may dislike having to follow extensive rules and procedures set by someone else and thus may sometimes neglect to follow them. Andrew's degree of tolerance for structure will probably have a somewhat negative impact on job satisfaction and/or performance.

Optimistic:
The tendency to believe the future will be positive

Andrew's Score: 9.5

Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. Andrew's degree of optimism is sufficient for this job.

Systematic:
The enjoyment of tasks that require carefully or methodically thinking through steps.

Andrew's Score: 4.1

Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. Andrew's degree of being systematic will probably have a slightly negative impact on job satisfaction and/or performance.

Wants Challenge:
The willingness to attempt difficult tasks or goals

Andrew's Score: 9.4

Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. Andrew's degree of drive to achieve challenging objectives is sufficient for this job.

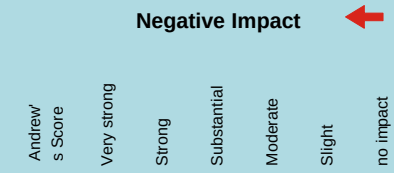
Enthusiastic:
The tendency to be eager and excited toward one's own goals

Andrew's Score: 8.2

Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his goals is sufficient for this job.

Traits to avoid (in order of importance)

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



Pay Minus Motivation:
The tendency to have a strong desire for money while lacking the personal drive necessary to earn it

Andrew's Score: 0.0

Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. Andrew's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.

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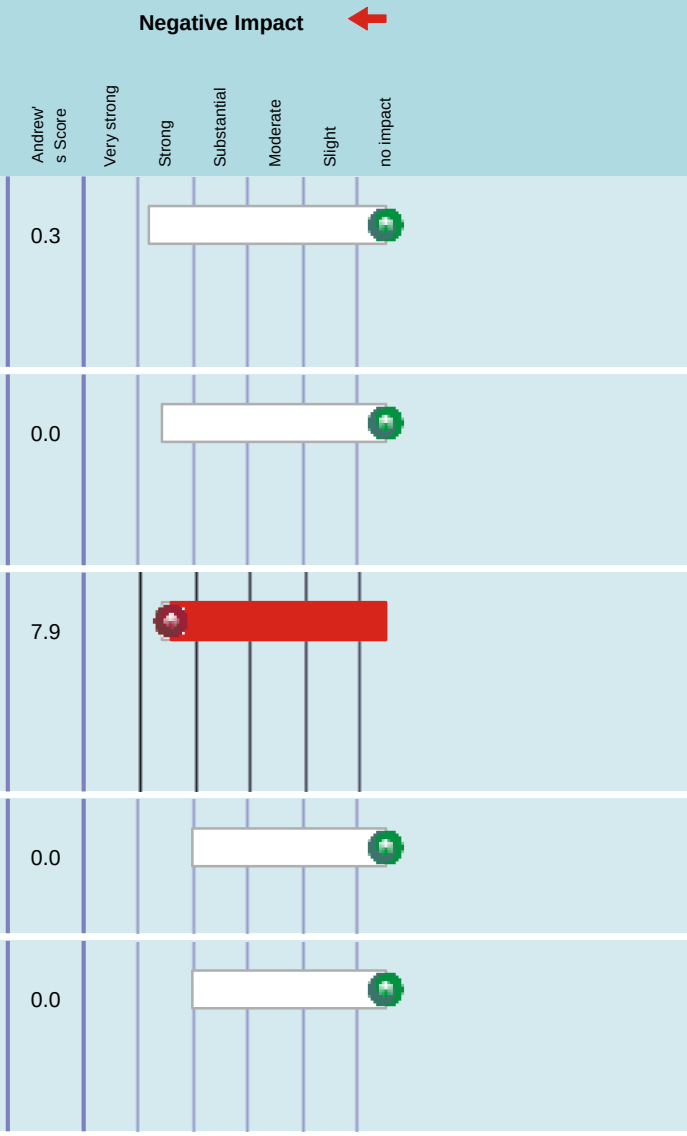

Defensive:

The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")

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

Andrew's Score: 0.3

Dogmatic:

The tendency to be certain of one's own opinions while at the same time not open to different ideas

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

Andrew's Score: 0.0

Fast But Imprecise:

The tendency to be productive but not paying sufficient attention to detail

Narrative: Andrew probably has an extremely strong tendency to be fast but imprecise. Andrew may create problems with quality of output unless monitoring is applied. Andrew's degree of being fast but imprecise will probably have a very negative impact on job satisfaction and/or performance.

Andrew's Score: 7.9

Blunt:

The tendency to be frank or direct while lacking in diplomacy or tact

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

Andrew's Score: 0.0

Harsh:

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

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

Andrew's Score: 0.0

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This report enables Andrew's manager to better utilize his 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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Essential Factors to Consider

- Andrew's outlook is extremely optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Andrew has a very strong desire to be helpful.
- Provide opportunities to help others in order to motivate or reward him.
- If Andrew is performing well, provide him with opportunities for greater autonomy.
- Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his staff follow the rules or perform to their potential. Check into this possibility and, if necessary, support Andrew to be more enforcing.

Important Factors to Consider

- Wherever possible, provide Andrew with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Andrew's work, it could become a distraction.
- Andrew has a strong desire to have decision-making authority. To motivate or reward Andrew, offer him opportunities for more responsibilities. If you wish to retain him, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Andrew's skills and experience are sufficiently developed for each stage of increased authority.
- Set clear guidelines regarding the types of decisions in which collaboration would be required or beneficial.
- Andrew very much enjoys opportunities to take initiative. To motivate or reward him, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Andrew may look for work elsewhere. Provide clear guidelines and examples of the type of initiative he is authorized to take. If Andrew has strong eligibility for this position, his initiatives are likely to be appropriate. However, if Andrew's experience and skills are in a developmental stage, you will need to monitor that he stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- Andrew very much desires challenging work. If this desire for challenge is not met, Andrew will probably seek work elsewhere. Therefore, to manage him well, you will need to provide new challenges continuously. If Andrew has strong experience and skills, allow him to take on difficult challenges. If Andrew's experience and skills are still developing, allow him to take on challenges in stages and monitor progress.
- Andrew has a strong desire to have employment that he perceives to be of benefit to society. If possible, offer him projects the he would perceive to produce a result that is helpful to society.
- Andrew is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Andrew's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he has the experience and skills that are required.
- Andrew may prefer not to have to analyze the potential difficulties of plans and strategies. Therefore, it would be best if he were to receive other input before making important strategic decisions

Other Possible Factors to Consider

- Andrew is likely to be good at brainstorming. By engaging Andrew's ideas in formal or informal brainstorming, you will

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Other Possible Factors to Consider

motivate him while at the same time generating some good ideas.

- Andrew enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- Andrew may occasionally need a little encouragement to collaborate.
- Provide Andrew with opportunities to express his views and to influence others. Listen carefully, thank him for the ideas, and respond accordingly.
- Andrew has some desire for recognition.
- Andrew is enthusiastic about his goals. Ask Andrew about his goals. Try to gain a complete understanding of each of Andrew's major goals and acknowledge each major goal. Then discuss how Andrew's goals could be achieved in this position.

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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

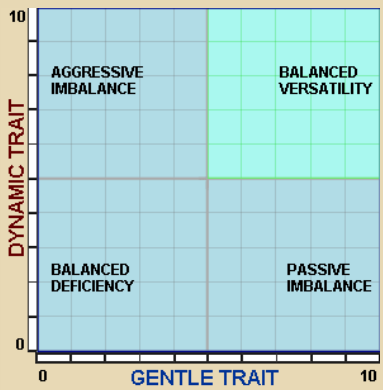

Figure 2

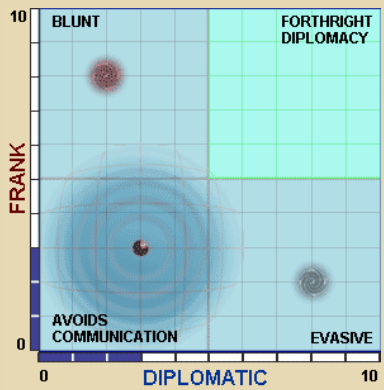

Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive 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 is 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

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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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

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Paradox Graph

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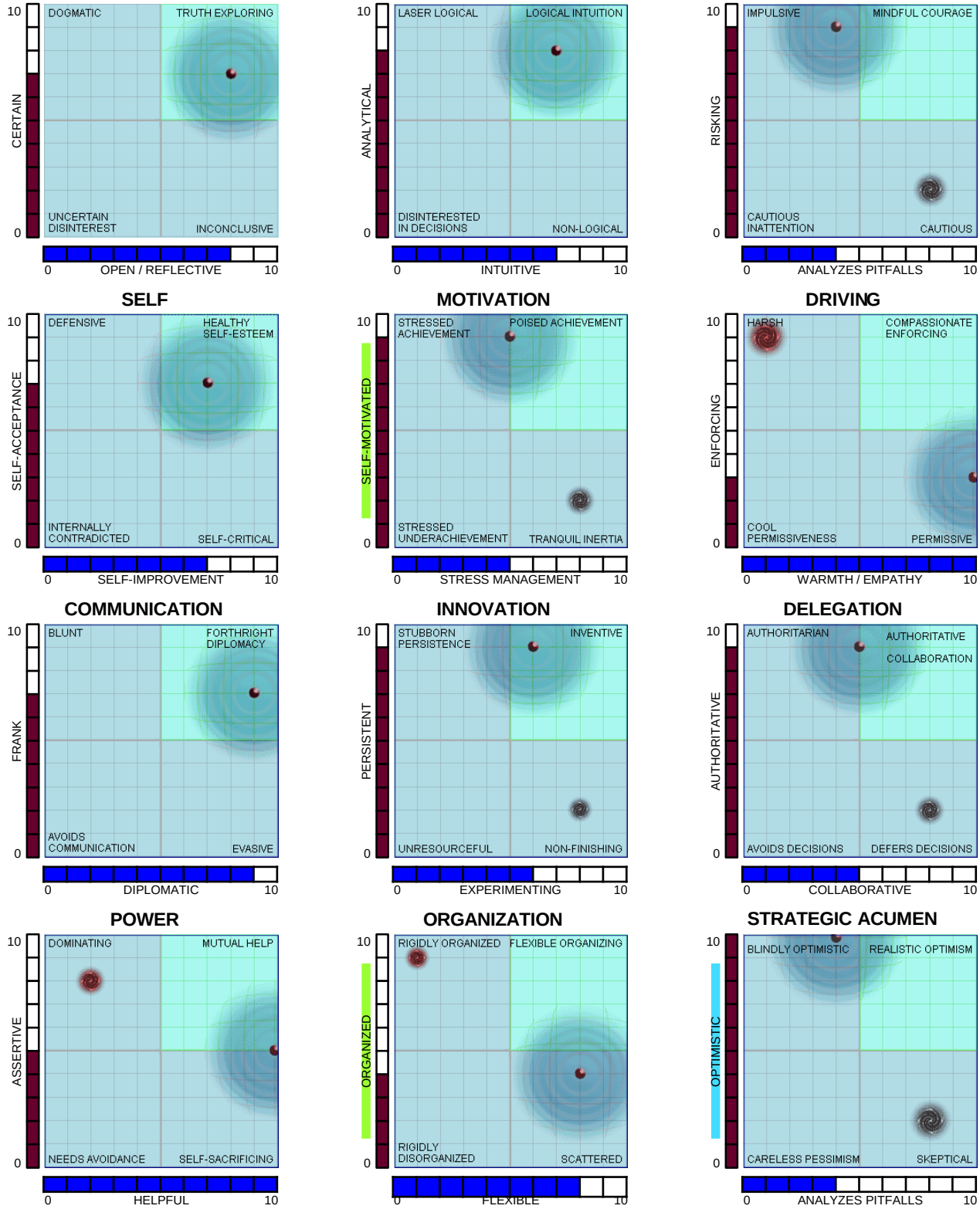
	INTERPERSONAL	ACHIEVEMENT	LEADERSHIP
INITIATING	OPINIONS	DECISION APPROACH	STRATEGIC
MOTIVATING	SELF	MOTIVATION	DRIVING
IMPLEMENTING	COMMUNICATION	INNOVATION	DELEGATION
MAINTAINING	POWER	ORGANIZATION	STRATEGIC ACUMEN



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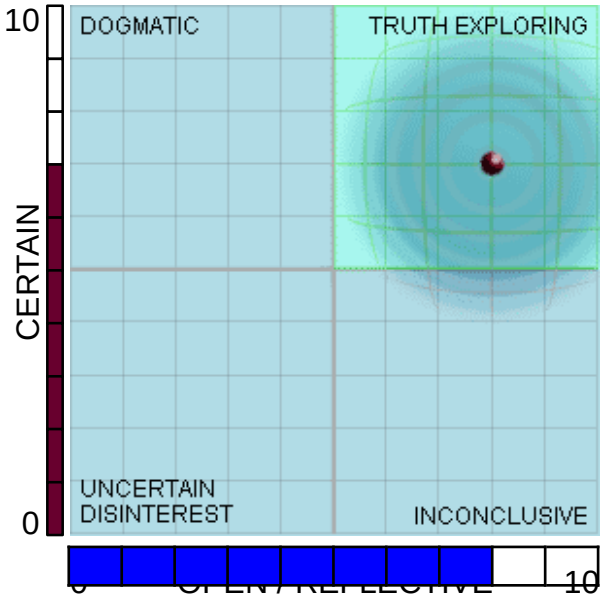
OPINIONS



"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 reasonably certain of your opinions.

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

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you consider different ideas before coming to a conclusion. As a result, your conclusions are thoughtful and well considered. Although you are reasonably certain, you are quick to change your opinion if a better idea is presented. Even though you are open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. Your preferred behavioral range (large blue area) is mostly in the truth explorer quadrant because you search for greater clarity of understanding.

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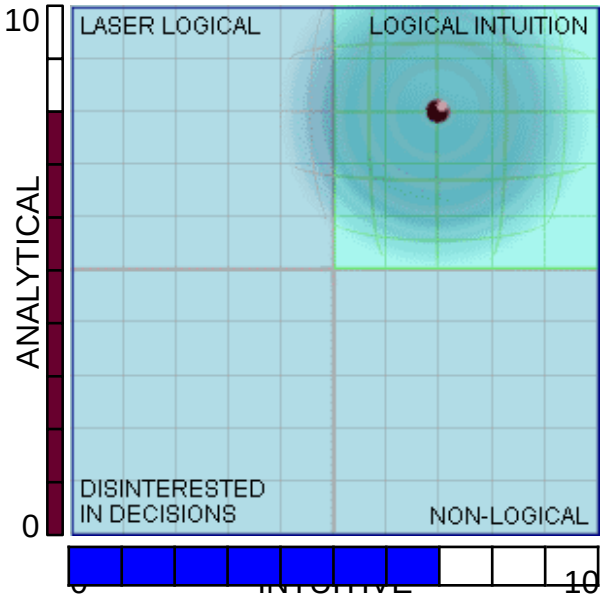
DECISION APPROACH



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

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 generally tend to use intuition or hunches to help make decisions.

Even though you tend to be analytical, you also generally tend to be intuitive. As a result, you are probably reasonably 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 usually gives you a good insight into situations and problems. Your preferred behavioral range is mostly in the logical intuition quadrant reflecting the above.

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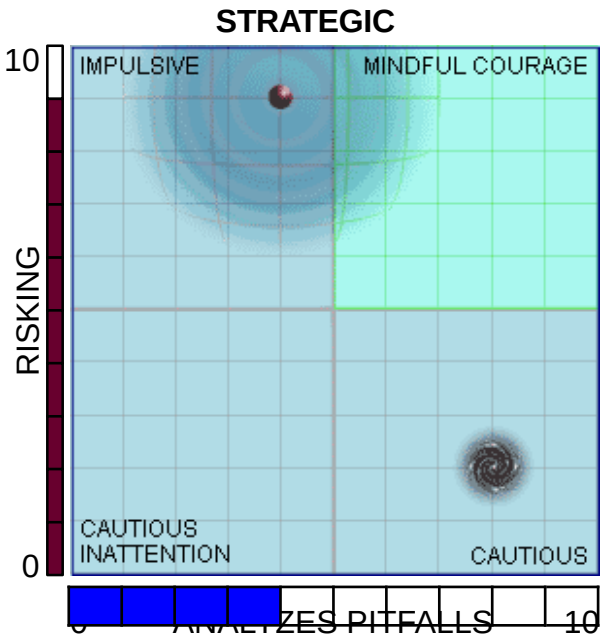

"Have the courage to pursue success, but understand and manage your risks."

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 very willing to take business risks.

You may prefer not to have to analyze the potential difficulties of plans and strategies and you may sometimes neglect to do so.

You have a strong desire to feel the thrill of risk taking. However, you probably tend to give only minimal analysis to the potential pitfalls. You will benefit from input from others who are more strategically analytical. If you receive feedback and adjust your strategies accordingly, your ventures could be successful and have large pay-offs. However, you will need to discipline yourself to accept advice related to taking precautions. If you make important decisions on your own, you may take risks quite impulsively as indicated by the range of behavior (large blue area) focusing on the impulsive quadrant. The dark circle in the lower right indicates there may also be a cautious aspect to your personality. Your need for risk may be a compensation for caution or fear. Can you identify it?

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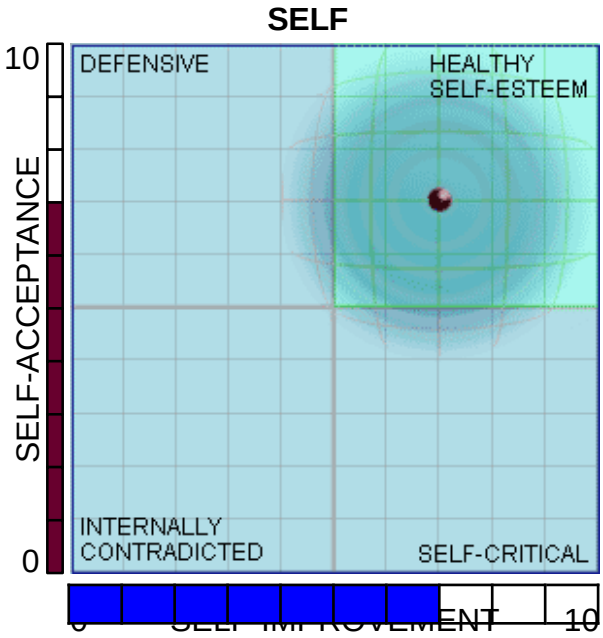

"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed though self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens 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 have an intention to improve yourself.

Your interest in self-improvement combined with a reasonable level of self-acceptance reflects a reasonably healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you. 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 you only occasionally exhibit those behaviors.

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Paradox Graph

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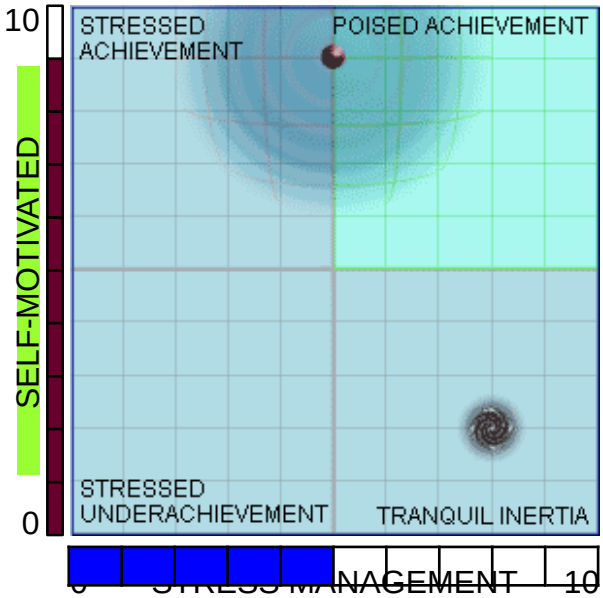
MOTIVATION



"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 very self-motivated

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

Your very high level of self-motivation combined with only a moderate level of stress management indicates that although you probably accomplish a great deal, you may experience some stress in the process. 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 significantly greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work.

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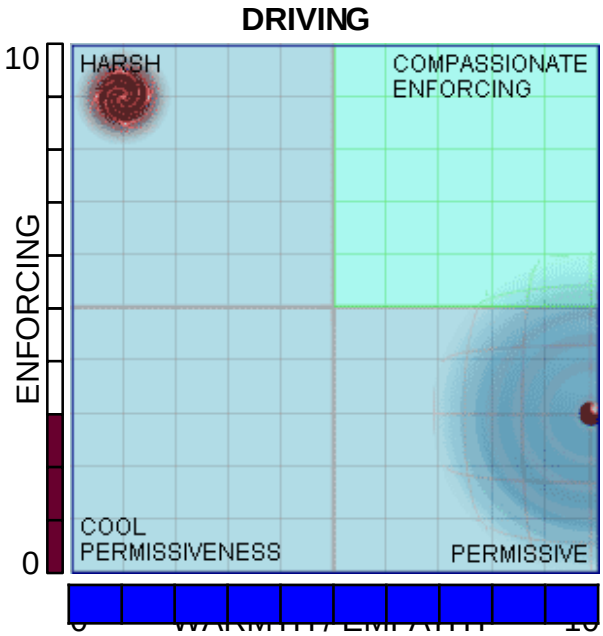

"Only a person with a kind heart can administer discipline that is beneficial to others."

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 prefer not to have to enforce rules and you may sometimes neglect to do so even when it is necessary.

You tend to frequently express warmth and empathy.

The combination of being extremely warm and empathetic while strongly preferring not to have to enforce rules indicates that you probably tend to be extremely permissive or lenient when it comes to enforcing rules or giving discipline. This is reflected in your preferred behavioral range (large blue area) being almost entirely in the permissive quadrant and only slightly in the compassionate enforcer quadrant. The red circle in the upper left indicates that under stress, your behavior may 'flip' and you may react harshly if someone tries to take advantage of your leniency.

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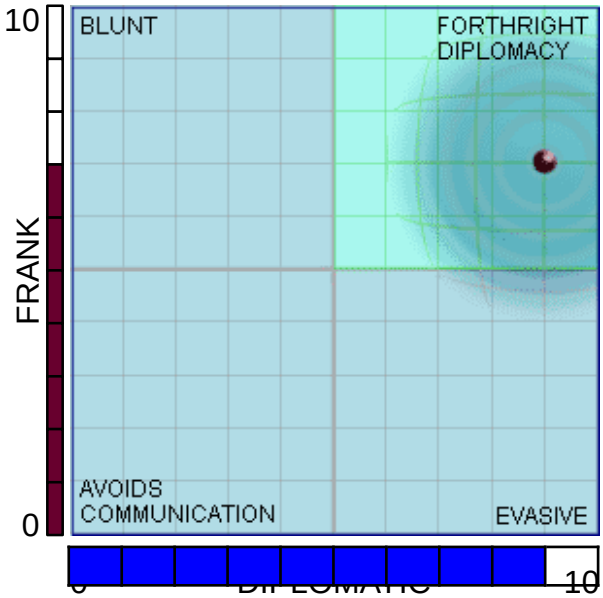
COMMUNICATION



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

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 very tactful, taking significant care to communicate in ways that make it easier for others to receive.

Your reasonable level of frankness combined with your very high level of diplomacy helps you to maintain good communication with your co-workers. This communication skill helps you to communicate diplomatically and straightforwardly at the same time. In addition, you can be either diplomatic or frank as the situation requires. Most people appreciate your authenticity and respectfulness. 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.

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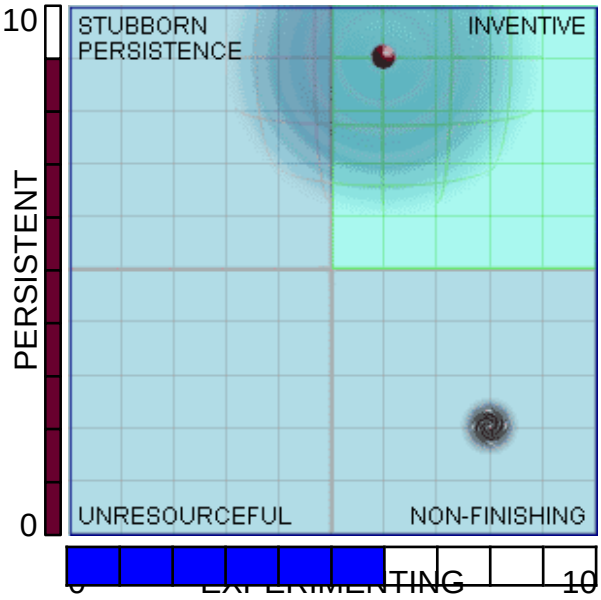
INNOVATION



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

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 very determined and persevering with a task despite many obstacles.

You moderately enjoy trying new things and may at times experiment with new ways of doing things.

Your very high level of persistence enables you to drive projects to completion with unusual determination. Your persistence is a little stronger than your creative experimentation indicating that you favor an approach that is tried and tested. However, it also indicates you may persist with something a little beyond what is appropriate. Consequently you may hinder your inventiveness by maintaining a particular approach for too long. This is reflected in your preferred behavioral range (large blue area) being mostly in the inventive quadrant and partially in the stubborn persistence quadrant. The small dark circle in the lower right indicates that your slight over-emphasis on persistence could occasionally hinder your progress.

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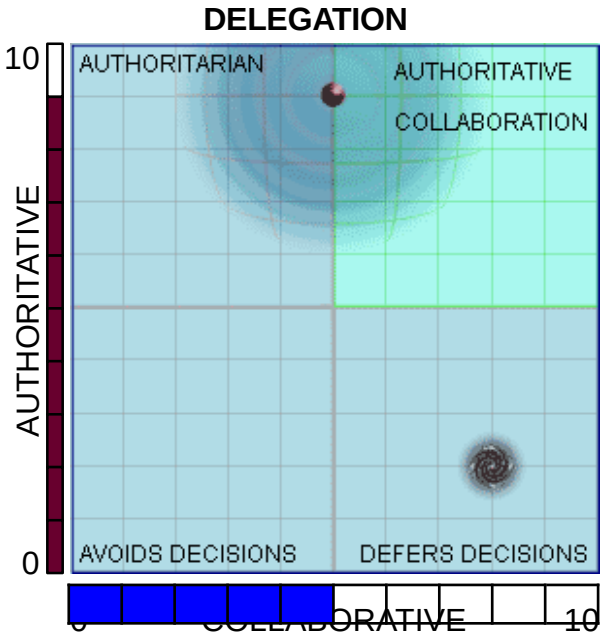

"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."

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 strong desire to have decision-making authority and are very willing to accept decision-making responsibility.

You may only moderately enjoy collaboration and may give only moderate importance to collaborating with others when making important decisions.

Your strong willingness to accept decision-making authority enables you to take charge and accept full responsibility for decisions that need to be made. However, you may tend to be only moderately collaborative. Thus, your desire for authority is stronger than your willingness to collaborate. Consequently, you may tend to be somewhat over-controlling with regard to decisions. This could hinder you from receiving valuable input that could improve the quality of your decisions. It could also at times hinder the motivation of others by limiting their level of participation. Your preferred behavioral range (large blue area) is half in the authoritative collaboration quadrant indicating that you often collaborate while accepting responsibility. It is also half in the authoritarian quadrant indicating you may also sometimes over-control the decision-making process. The dark circle in the lower right indicates that when things go wrong, you

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Your tendencies for this paradox are:

may sometimes be reluctant to accept full accountability for the problem.

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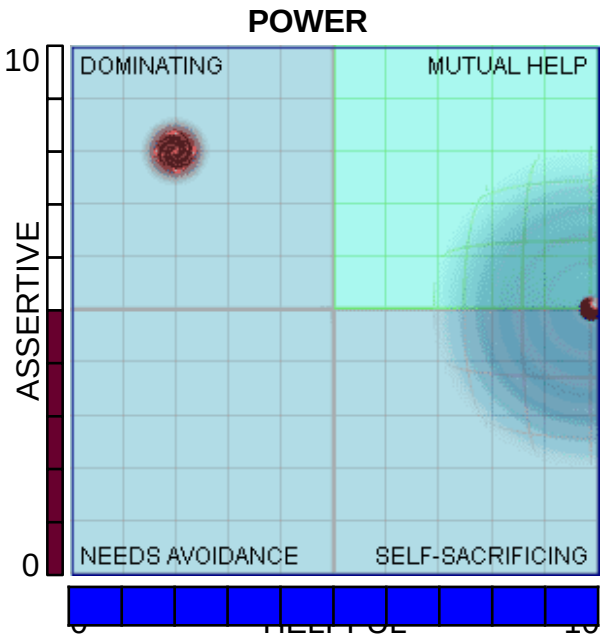

"Enduring and positive relationships are a result of meeting mutual needs."

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 may only moderately put forward your own needs.

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

By being extremely helpful, you tend to establish good working relationships with your co-workers. By moderately expressing your own needs and being extremely helpful, you tend to establish good working relationships with your co-workers. Your supportiveness is likely to be appreciated. However, your tendency to be helpful is greater than your assertion of your own needs and thus, you may tend to be self-sacrificing. Your preferred behavioral range (large blue area) is partially in the mutual help quadrant and partially in the self-sacrificing quadrant indicating the above. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.

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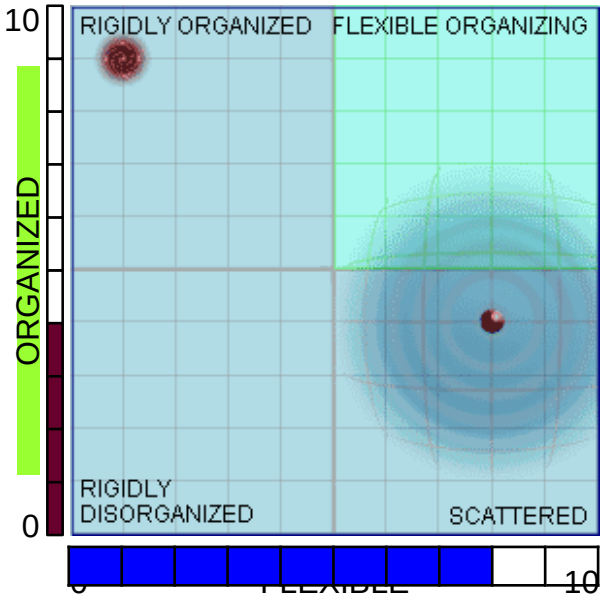
ORGANIZATION



"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant 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 may usually prefer not to have to organize things.

You tend to be adaptive to change and probably enjoy variety.

Your tendency to be flexible enables you to be adaptable to change. When circumstances change, you adjust to meet the new requirements. However, your flexibility may be somewhat greater than your orderliness. This indicates that in some situations you may be scattered, perhaps implementing too many changes. Your preferred behavioral range (large blue area) is partly in the flexible organizing quadrant but mostly in the scattered quadrant indicating that some of the time you may be effective when organizing but more of the time you may be scattered. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little rigid.

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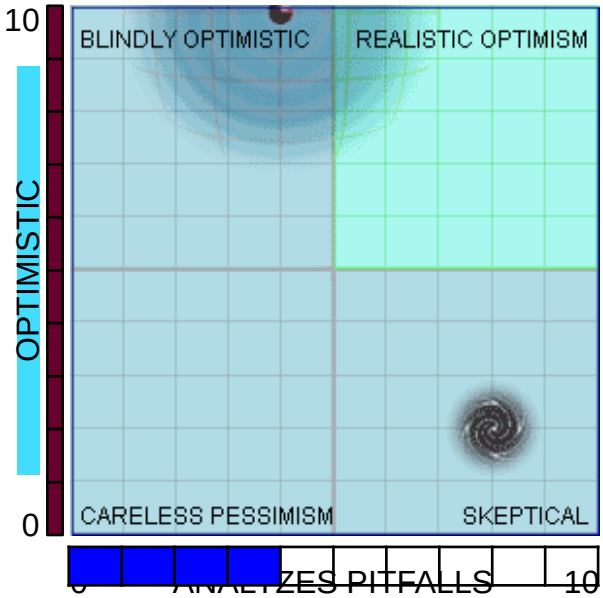
STRATEGIC ACUMEN



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

You may prefer not to have to analyze the potential difficulties of plans and strategies, and you may sometimes neglect to do so.

Your extremely positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Since you prefer not to have to analyze potential problems, your optimism may be much greater than your tendency to analyze the potential problems. Thus, you may tend to give much greater weight to the positive side than the potential problems. Your preferred behavioral range (large blue area) is partly in the realistic optimism quadrant indicating that part of the time you may have realistic optimism. However, it is mostly in the blindly optimistic quadrant indicating that much of the time you may be blindly optimistic. Thus, it may be wise to get input from others when it comes to making important plans and strategies. The dark circle in the lower right indicates that your tendency to be blindly optimistic may be a compensation for an 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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Keyword Descriptions

Strongest Traits	Strong Traits	Reasonably Strong Traits
Optimistic	Outgoing	Open minded
Helpful	Willing to make decisions	Analytical
Wants autonomy	Risking	Works quickly
Warm	Persevering	Can be unorganized
	Diplomatic	Flexible
	Self-sacrificing	Enthusiastic about goals
	Takes initiative	
	Idealistic	
	Dislikes structure	
	Likes to lead	
	Self-motivated	

Summary Descriptions

Andrew's task preferences are (in order of preference): doing something that helps others or society, meeting and interacting with new people, analyzing facts, problems and decisions, and working with numbers. Andrew prefers to avoid the following tasks (listed according to greatest dislike first): doing tasks that need to be done precisely, enforcing rules, fixing or repairing something, building or making something, researching or learning new information, doing physical work, and doing clerical work. Andrew would be interested in work that involves animals, food, electronics, plants, psychology, entertainment, computer software, and computer hardware. Andrew lacks interest in children, sports, travel, writing/language, health/medicine, and medical science. Andrew needs a work environment that involves stimulating deadlines, working with the general public, working indoors, and few repetitive and monotonous tasks.

Generally, Andrew is extremely optimistic and has a positive outlook. Andrew is very capable of being tactful. Andrew is extremely helpful and conscious of others' needs. This is reasonably balanced and will help him have positive interactions with others. Andrew is very outgoing. Thus he would enjoy a position that involves meeting new people. Andrew enjoys trying to influence others. Andrew is extremely empathetic and warm, however Andrew may at times become overly emotional. His warm-heartedness will enable him to influence others more successfully. Andrew tends

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Summary Descriptions

to be reasonably open-minded, making it easier to communicate with people who have different ideas. There are some interpersonal areas in which he could improve. Andrew may tend to be a little self-sacrificing at times.

Andrew is highly motivated by a chance to have decision-making authority, a chance to take initiative, having challenging work, an opportunity to do something worthwhile for society, an opportunity to be in a leadership position, and an opportunity to achieve his goals. He is demotivated by having to work with a supervisor who does not offer a significant amount of autonomy.

Andrew enjoys analyzing facts and situations. Andrew is comfortable in a decision-making role. Andrew is very willing to take risks. Andrew is optimistic about the outcome of risks. Andrew probably spends little time analyzing the potential difficulties of a plan or strategy. This may not be enough for the degree of risk he likes to take. Andrew may make decisions based upon hope rather than on an examination of the facts. Andrew normally approaches decisions with an open and reflective mind. Andrew has some interest in planning.

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Traits & Definitions

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Compared to: Administration - Accounts #HA6-001 v07/20/2009

The report lists Andrew'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 Andrew'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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

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 Andrew's scores.

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

Trait	Andrew's Score	Description
Helpful	9.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	9.9	The tendency to express positive feelings and affinity toward others
Wants Autonomy	9.6	The desire to have freedom or independence from authority
Optimistic	9.5	The tendency to believe the future will be positive
Wants Challenge	9.4	The willingness to attempt difficult tasks or goals

Strengths and Preferred Focus - Andrew's potential strength and preferred focus

Trait	Andrew's Score	Description
Risking	9.2	The tendency to feel comfortable with business ventures that involve uncertainty
Outgoing	9.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Wants To Lead	9.2	The desire to be in a position to direct or guide others
Cause Motivated	9.1	The tendency to be motivated to help society
Self-motivated	9.0	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Takes Initiative	8.7	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Diplomatic	8.6	The tendency to state things in a tactful manner
Authoritative	8.6	The desire for decision-making authority and the willingness to accept decision-making responsibility
Persistent	8.6	The tendency to be tenacious despite encountering significant obstacles
Open / reflective	8.2	The tendency to reflect on many different viewpoints
Enthusiastic	8.2	The tendency to be eager and excited toward one's own goals
Influencing	8.1	The tendency to try to persuade others
Tolerance Of Bluntness	7.8	The level of comfort related to receiving abrupt or frank communications from others
Tempo	7.7	The enjoyment of work that needs to be done quickly
Flexible	7.7	The tendency to easily adapt to change
Analytical	7.5	The tendency to logically examine facts and situations (not necessarily analytical ability)

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Traits

Acceptable Areas - Andrew's moderate strengths and preferences

Trait	Andrew's Score	Description
Wants Recognition	7.3	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Frank	7.1	The tendency to be straightforward, direct, to the point, and forthright
Self-acceptance	7.0	The tendency to like oneself ("I'm O.K. the way I am")
Certain	6.8	The tendency to feel confident in one's opinions
Wants Frankness	6.8	The desire for others to be direct, straightforward, and to the point
Intuitive	6.6	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Self-improvement	6.6	The tendency to attempt to develop or better oneself
Experimenting	6.4	The tendency to try new things and new ways of doing things
Wants Stable Career	5.6	The desire for long-term or permanent employment

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

Trait	Andrew's Score	Description
Comfort With Conflict	5.4	The tendency to be comfortable with confrontation or strife
Wants High Pay	5.4	The desire to earn greater remuneration
Relaxed	5.2	The tendency to feel at ease or calm while working
Enlists Cooperation	5.0	The tendency to invite others to participate in or join an effort
Assertive	4.9	The tendency to put forward personal wants and needs
Collaborative	4.7	The tendency to collaborate with others when making decisions
Planning	4.7	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Manages Stress Well	4.5	The tendency to deal effectively with strain and difficulty when it occurs
Wants Capable Leader	4.5	The desire to have a leader one perceives to be
Wants Diplomacy	4.3	capable The desire for others to be tactful
Systematic	4.1	The enjoyment of tasks that require carefully or methodically thinking through steps.
Organized	3.9	The tendency to place and maintain order in an environment or situation
Analyzes Pitfalls	3.8	The tendency to scrutinize potential difficulties related to a plan or strategy

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

Trait	Andrew's Score	Description
Tolerance Of Structure	3.3	The tolerance of following rules, schedules, and procedures created by someone else
Enforcing	3.1	The tendency to insist upon necessary rules being followed

Strongly Prefer Not to Do It - Andrew strongly would prefer to be doing other things than these

Trait	Andrew's Score	Description
Precise	2.3	The enjoyment of work that requires being exact and the tendency to be detail oriented

Retention and Engagement Factors

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

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Retention and Engagement Factors

Retention and Engagement Factors	Andrew's Score	Description
Wants Social Opportunities	10.0	The desire to have a workplace that enables one to meet and interact with others
Wants Development	9.0	The desire to have work opportunities to learn new skills or increase abilities
Wants Opinions Valued	8.0	The desire to have an employer who listens and gives importance to one's views
Wants Personal Help	7.0	The desire to receive some type of employer support related to one's personal difficulties
Wants Work/Life Balance	6.0	The desire to have sufficient time away from work for rest, enjoyment, or family
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 Advancement	3.0	The desire to have work opportunities to expand one's career or responsibilities
Wants Quick Pay Increases	2.0	The desire to have an employer who offers relatively frequent pay increases
Wants Flexible Work Time	1.0	The desire to have adjustable working hours or holiday schedules

Task Preferences

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

Task Preference	Andrew's Score	Description
Numerical	8.0	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Computers	6.6	The enjoyment of working with electronic machines that calculate, store, or analyze information
Public Speaking	6.5	The enjoyment of presenting or articulating information to groups of people
Teaching	5.8	The enjoyment of instructing, training, or educating others
Manual Work	5.7	The enjoyment of work that involves using one's hands
Artistic	5.4	The enjoyment of making things look beautiful or attractive
Driving	4.0	The enjoyment of operating a motor vehicle
Research / learning	3.4	The enjoyment of gathering and comprehending new information
Building / making	3.0	The enjoyment of constructing or putting together anything
Mechanical	2.8	The enjoyment of work that involves fixing or repairing something
Clerical	2.5	The enjoyment of tasks such as typing or filing or organizing information
Physical Work	2.5	The enjoyment of work that involves substantial bodily effort

Interests

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

Interest	Andrew's Score	Description
Psychology	10.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Electronics	10.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Animals	10.0	The interest in working with mammals, birds, reptiles, or fish
Food	10.0	The interest in work relating to food
Entertainment	8.0	The interest in activity that holds the attention and interest of an audience
Plants	8.0	The interest in shrubs, gardening, botany, trees, or farming
Computer Hardware	8.0	The interest in the physical elements that constitute a computer system
Computer Software	8.0	The interest in the non-tangible program components of computers
Finance / business	7.0	The interest in commerce or fiscal management
Physical Science	6.0	The interest in the physics and chemistry of nature

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Interests

Interest	Andrew's Score	Description
Science	6.0	The interest in any body of knowledge that uses a systematic method for achieving
Selling	5.0	knowledge The interest in convincing or influencing others to purchase a product or service
Manufacturing	5.0	The interest in the production of products using labor, machines, or chemicals
Legal Matters	4.0	The interest in rules created by social institutions to govern society and business
Biology	3.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Travel	2.0	The interest in work that involves frequently taking a journey
Sports	2.0	The interest in work that involves sports
Medical Science	2.0	The interest in at least one of the applied sciences related to healthcare
Writing / language	2.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Children	2.0	The interest in working with children
Health / medicine	2.0	The interest in health or medicine

Work Environment Preferences

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

Work Environment Preference	Andrew's Score	Description
Pressure Tolerance	9.7	The level of comfort related to working under deadlines and busy schedules
Public Contact	7.2	The level of comfort interacting with a wide range of people representative of general society
Sitting	6.1	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Team	4.5	The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)
Noise	3.7	The tolerance of working in an environment that has loud or continuous sounds
Standing	3.1	The tolerance of standing in one place for long periods (no opportunity to sit or walk around)
Outdoors	2.3	The desire to work in an outside environment
Repetition	2.1	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 Andrew's strengths.

Behavioral Competency	Andrew's Score	Description
Handles Autonomy	9.3	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)
Provides Direction	9.0	The tendency to manifest the traits necessary for a leadership role
People Oriented	8.7	The tendency to have a balance of traits that would enable one to positively interact with others
Handles Conflict	8.7	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Organizational Compatibility	8.6	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Interpersonal Skills	8.3	The tendency to have a balance of traits that relate to effective interaction with others
Coaching	8.3	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Receives Correction	8.1	The tendency to accept guidance intended to improve performance
Innovative	7.9	The tendency to create new and more effective ways of doing things
Doesn't Need Structure	7.8	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)

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Traits & Definitions

Andrew Jones **Completed: 09/15/2013**
For Agiledge
Compared to: Administration - Accounts #HA6-001 v07/20/2009

Behavioral Competencies

Behavioral Competency	Andrew's Score	Description
Self-employed	6.9	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Negotiating	6.5	The tendency to bargain in order to reach an beneficial agreement
Tolerance Of Evasiveness	6.0	The level of comfort related to dealing with people who are indirect or lacking in frankness
Effective Enforcing	5.0	The tendency to skillfully correct others when they are violating rules or performing poorly
Judgment (strategic)	2.1	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

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 Andrew's performance.

Traits to Avoid for this Position	Andrew's Score	Description
Fast But Imprecise	7.9	The tendency to be productive but not paying sufficient attention to detail
Defensive	0.3	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Pay Minus Motivation	0.0	The tendency to have a strong desire for money while lacking the personal drive necessary to earn it
Dogmatic	0.0	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Blunt	0.0	The tendency to be frank or direct while lacking in diplomacy or tact
Harsh	0.0	The tendency to be overly strict or punitive when enforcing rules and procedures

Functions

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

Functions	Andrew's Score	Description
Customer Service - Friendly	9.6	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.
Sales - Cold Calling	9.2	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.
Supervisory	7.0	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.
Management - Middle	4.8	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.
Management - Upper	4.3	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.
Technical	3.8	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	0.0	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

Andrew Jones **Completed: 09/15/2013**
For Agiledge
Compared to: Administration - Accounts #HA6-001 v07/20/2009

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 ANALYSES 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 INTERPERSONAL SKILLS.

Handles Conflict is a combination of COMFORT WITH CONFLICT and 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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

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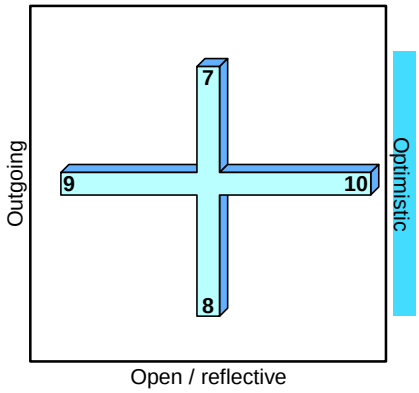
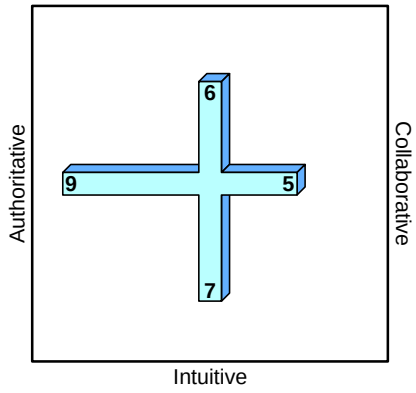
Main Graph and Narrative

Andrew Jones **Completed: 09/15/2013**
For Agiledge
Compared to: Administration - Accounts #HA6-001 v07/20/2009

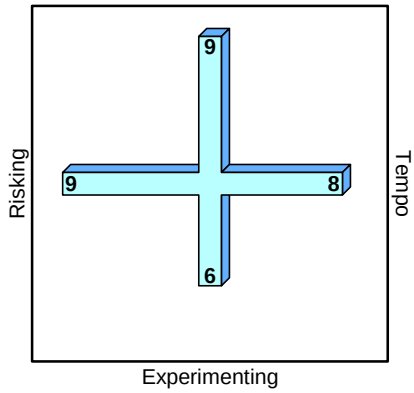
OUTLOOK



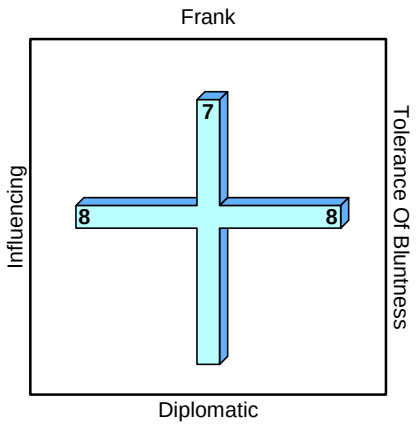
DECISIONS



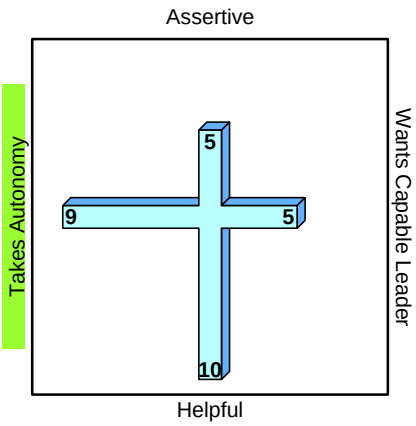
INNOVATION



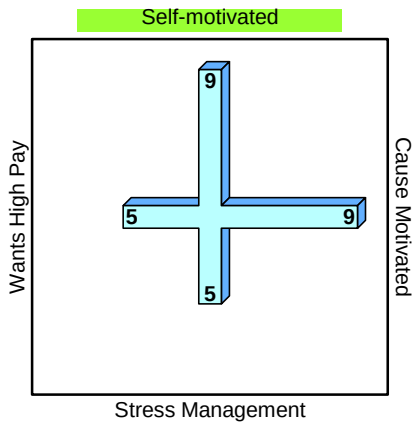
COMMUNICATION



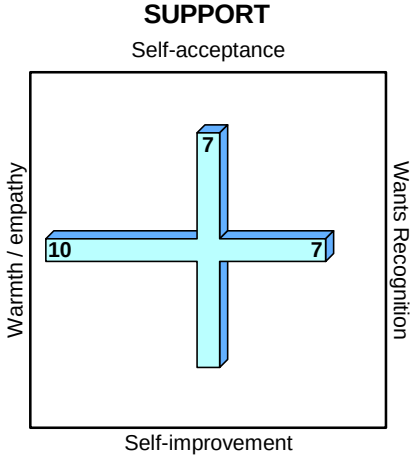
POWER



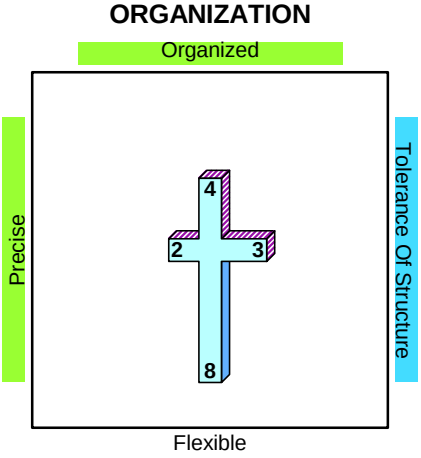
MOTIVATION



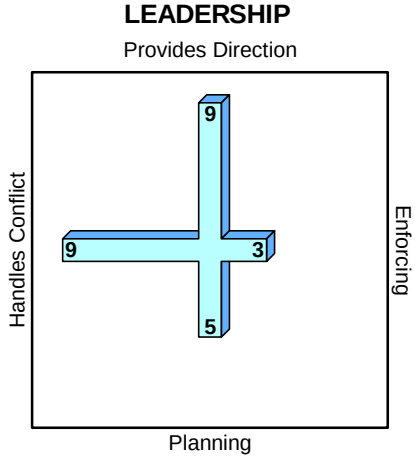
SUPPORT



ORGANIZATION



LEADERSHIP



Probable Hindrance **Possible Hindrance**

Essential Trait on this template **Desirable Trait on this template**

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OUTLOOK

Is reasonably self-certain but not over-confident.

Is open-minded and reflective.

Has a good balance between sticking to opinions and being open-minded.

Is very outgoing.

Is generally comfortable making presentations to groups.

Is extremely optimistic.

DECISIONS

Makes decisions with a moderate amount of analysis.

May sometimes tend not to analyze the potential difficulties of plans and strategies.

May be reasonably intuitive and use this intuition for making decisions.

Is very willing to assume decision-making authority.

May make decisions based upon hope rather than on an examination of the facts.

Gives moderate importance to collaborating with others in the decision-making process.

May want to make the final decision when collaborating with others.

INNOVATION

Perseveres with a task despite many obstacles and is very good at the implementation stage of projects.

Can be moderately progressive and creative, but prefers to avoid occupying a position which requires trying new ways of doing things very frequently.

Is very willing to take risks.

May take risks without undertaking sufficient analysis.

May sometimes take risks without undertaking sufficient analysis.

Likes to work quickly.

COMMUNICATION

Is reasonably forthright, frank and to the point.

Is very capable of being tactful.

Has a very good balance between being tactful and being direct; consequently is skilled at interpersonal communication.

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COMMUNICATION

Is tolerant of people who are blunt.

Tries to influence others.

POWER

Can put forward his own needs, but may sometimes hesitate to do so.

Is extremely helpful and conscious of others' needs.

Wants autonomy very strongly.

Tends to take a great deal of initiative.

Accepts supervision, but prefers a supervisor who is not too authoritative.

MOTIVATION

Needs to have very challenging work.

Is clear about his goals and is motivated toward them.

Is very self-motivated.

Can be relaxed while working, but sometimes experiences some tension.

Is able to deal with stress moderately well.

Wants to be paid well, but it is a lesser consideration than other factors.

Has very benevolent intentions. Undertaking work which benefits others/society is very important to him.

Tends to follow through on his benevolent actions.

May sometimes tend to be self-sacrificing.

Has a moderate desire to have a stable career.

SUPPORT

Is extremely empathetic and warm.

Is reasonably self-accepting.

Has a reasonably strong intention to improve himself.

Has a good balance between wanting to improve himself and liking himself the way he is now.

May want a fair amount of recognition.

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ORGANIZATION

Usually does the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others.

Is flexible and adaptable to changes.

Strongly prefers not to do work which requires a significant amount of time to be spent on precision or focusing on details.

Generally prefers not to do work which involves having to be very systematic.

May want a significant amount of autonomy from having to follow closely defined procedures and schedules.

LEADERSHIP

Has a very strong desire to lead.

Has some interest in planning, but probably prefers not to have to spend a great deal of time in a planning role.

Is very effective at handling conflict.

May strongly dislike enforcing rules, but will probably do it anyway when it is necessary.

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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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Clerical

In what ways have you demonstrated your enjoyment of clerical work?

Look For...

Andrew's enjoyment of tasks such as typing or filing or organizing information and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he will perform well.

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

Precise

Tell me some examples of you being exact or detail oriented in your work.

Look For...

Andrew's enjoyment of precision tasks, the quality of his examples, and the relevance of the examples to the position. The more Andrew has of this trait, the more likely he will perform well.

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

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Suitability

Fast But Imprecise

Tell me an example of a task or project you completed that needed to be done at a rapid pace. How did you manage the details and quality of that work?

Look For...

The tendency to be productive, however, paying insufficient attention to detail. If Andrew can't think of an example of working at a rapid pace, he is probably not fast but imprecise. If Andrew can think of an example of a task or project that required a fast pace, but can not sufficiently explain how the details were accomplished, he may be fast but imprecise. Even a very moderate amount of this trait will have a negative impact on his performance.

- ○ **Extremely strong negative**
- ○ **Very strong negative**
- ○ **Strong negative**
- ○ **Fairly strong negative**
- ○ **Somewhat strong negative**
- ○ **Moderately negative**
- ○ **Some negative**
- ○ **Slight negative**
- ○ **Very slight negative**
- ○ **Extremely slight negative**
- ○ **Not negative**

Organized

Tell me some examples of you effectively organizing your work.

Look For...

Andrew's enjoyment of organizing, the quality of his examples, and the relevance of the examples to the position. The more Andrew has of this trait, the more likely he will perform well.

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

Tolerance Of Structure

Give me some examples of you accepting and following rules, schedules and procedures created by someone else.

Look For...

Andrew's acceptance of the structures and the relevance of his examples to the position. (Andrew's general ability to exactly answer the questions also reflects a tolerance of structure. If Andrew is generally unable to comply with the exact questions asked, the tolerance of structure is probably low.) As long as Andrew has at least very moderate amounts of this trait, there will be no negative impact on his performance.

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

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Suitability

Systematic

Tell me a recent example of a project in which you systematically thought through all the relevant steps necessary to accomplish an objective. (explore the thought process)

Look For...

Andrew's enjoyment of being systematic, the quality of his examples, and his ability to systematically proceed toward the objective. Only if Andrew is very lacking in this trait, it will have a negative impact on performance.

- ○ **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...

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

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

Numerical

In what ways have you demonstrated your enjoyment of working with numbers?

Look For...

Andrew's enjoyment of working with numbers and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he will perform well.

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

Overall Notes/Score

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Suitability

Overall Notes/Score

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How To Attract This Candidate

Andrew Jones **Completed: 09/15/2013**
For Agiledge
Compared to: Administration - Accounts #HA6-001 v07/20/2009

This report identifies the key leverage points for Andrew that will help you to convince Andrew 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. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Start with the most important factors at the top.

Essential Factors to Consider

Andrew has an extremely optimistic and cheerful attitude. Andrew will be more attracted to work for your company if he believes that management and especially his supervisor will also have a positive attitude.

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

Andrew places a great deal of value on a warm and friendly work environment. If that is the case, discuss this aspect of your organization with him.

Andrew places and extremely high value on having autonomy. Explain the ways in which this position might offer autonomy.

Important Factors to Consider

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

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

Andrew is very motivated by opportunities to take initiative. To attract Andrew to work for your company, specify the areas in which he will be able to take initiative. If Andrew has strong eligibility, convince him that opportunities will be provided. If Andrew's experience and skills are at a developmental stage, convince him that the opportunities will be provided as his skills and experience are developed.

Andrew enjoys challenging tasks or projects. To attract Andrew to work for your company, explain the challenges the position will offer. Difficult challenges are motivating to him. If there are opportunities for advancement, explain those as well.

Andrew has a strong desire to have employment that he perceives to be of benefit to society. To attract Andrew to work for your company, explain the ways in which he could help society through his work in this position.

Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. Thus, Andrew will be attracted to work for your company if you can elaborate on the ways in which he could take charge of a situation or lead others.

Other Possible Factors to Consider

Andrew enjoys brainstorming and will be more attracted to work for your company if he has some opportunities for

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Other Possible Factors to Consider

brainstorming.

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

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

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

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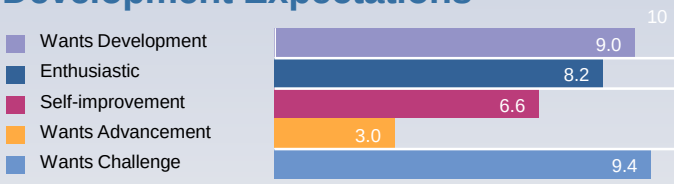
Engagement and Retention Analysis

Andrew Jones **Completed: 09/15/2013**
For Agiledge

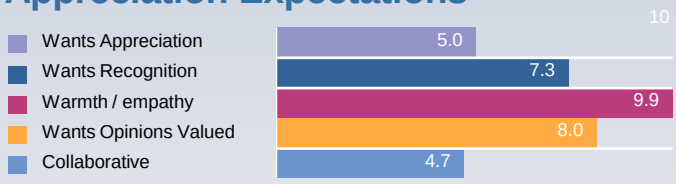
This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 96 which indicates that you were 99.2% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.

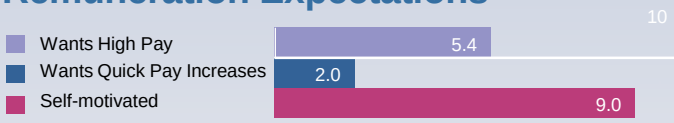
Development Expectations



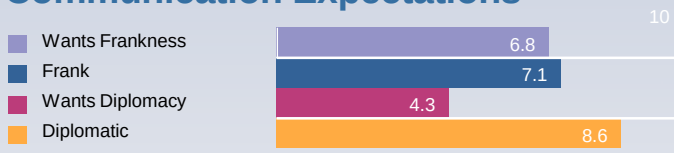
Appreciation Expectations



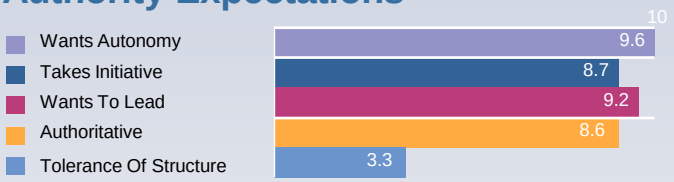
Remuneration Expectations



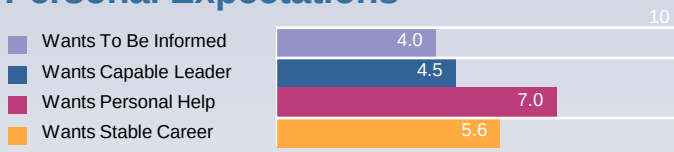
Communication Expectations



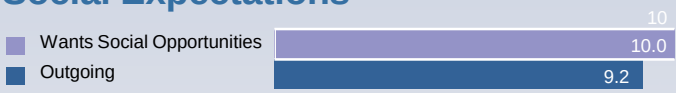
Authority Expectations



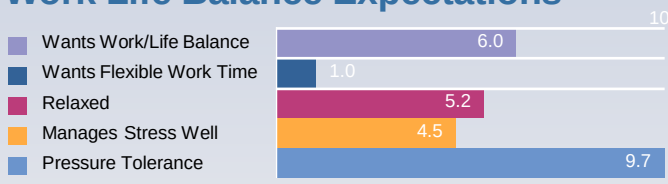
Personal Expectations



Social Expectations



Work Life Balance Expectations



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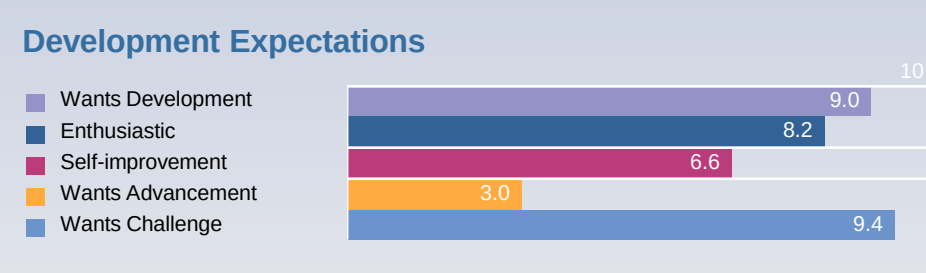
Development Expectations

This section analyzes employee expectations for development opportunities, highlights related organizational behavior, and provides guidelines for managing career development expectations.

Development Expectations includes the following traits:
Wants Development: The desire to have work opportunities to learn new skills or increase abilities
Enthusiastic: The tendency to be eager and excited toward one's own goals
Self-improvement: The tendency to attempt to develop or better oneself
Wants Advancement: The desire to have work opportunities to expand one's career or responsibilities
Wants Challenge: The willingness to attempt difficult tasks or goals



Andrew considers career development to be very important and thus, it is very important to provide development opportunities. Andrew has a strong tendency to be clear about goals. Thus, he will probably have career development goals in mind. Discuss those goals to obtain a clear understanding before suggesting or creating a development plan.

Andrew considers self-improvement to be reasonably important and may be reasonably willing to develop new competencies related to career development.

Andrew considers career advancement to be unimportant and thus, it is unimportant to provide information about advancement opportunities that are available and what is required to achieve them. Andrew is very willing to pursue difficult challenges related to career advancement. If advancement is considered, he will probably embrace any challenges related to advancement.

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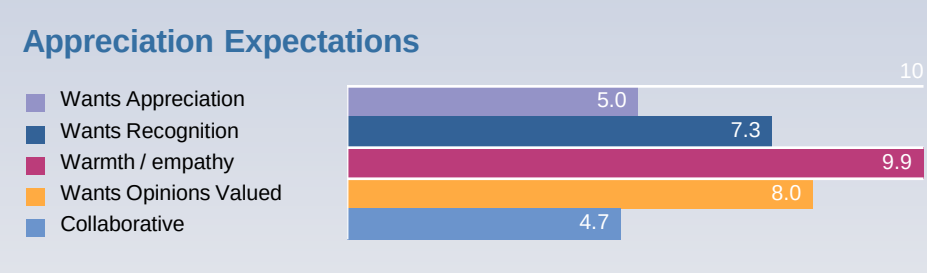
Appreciation Expectations

This section analyzes employee expectations and organizational behavior related to giving and receiving appreciation and provides guidelines for managing the need for recognition.

Appreciation Expectations includes the following traits:
Wants Appreciation: The desire to have an employer who expresses appreciation for one's work
Wants Recognition: The desire for positive acknowledgement (from others) related to one's abilities and strengths
Warmth / empathy: The tendency to express positive feelings and affinity toward others
Wants Opinions Valued: The desire to have an employer who listens and gives importance to one's views
Collaborative: The tendency to collaborate with others when making decisions



Andrew considers receiving appreciation to be only moderately important and thus, it is only moderately important for management to communicate sincere appreciation for work contributions.

Andrew considers receiving recognition to be reasonably important. Consequently, it is reasonably important to find ways to provide recognition. This type of recognition should be related to acknowledging his strengths and capabilities. Giving more decision-making authority would be an excellent means of giving recognition. Giving greater autonomy would also be considered as recognition.

Andrew has an extremely strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.

Andrew considers it to be important for others to consider and value his opinions. Therefore, it is important that management listens to, acknowledges, and encourages his opinions. Andrew has only a moderate tendency to be collaborative with regards to making decisions. This could hinder others from being more receptive and encouraging to his opinions.

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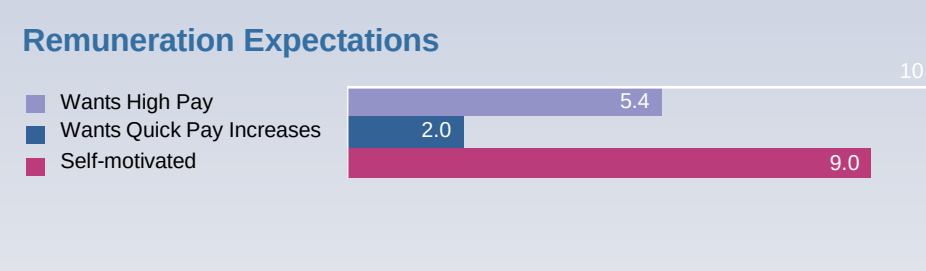
Remuneration Expectations

This section analyzes employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to Andrew's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates how quickly it is desired.

Remuneration Expectations includes the following traits:
Wants High Pay: The desire to earn greater remuneration
Wants Quick Pay Increases: The desire to have an employer who offers relatively frequent pay increases
Self-motivated: The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals



Andrew considers earning higher pay levels to be only moderately important and thus, it is only moderately important to carefully explain how higher pay can be achieved.

Andrew considers quick pay increases to be very unimportant. Consequently, Andrew is probably not going to be too impatient about achieving higher pay.

Andrew has a very strong tendency to be self-motivated independent of consideration about remuneration.

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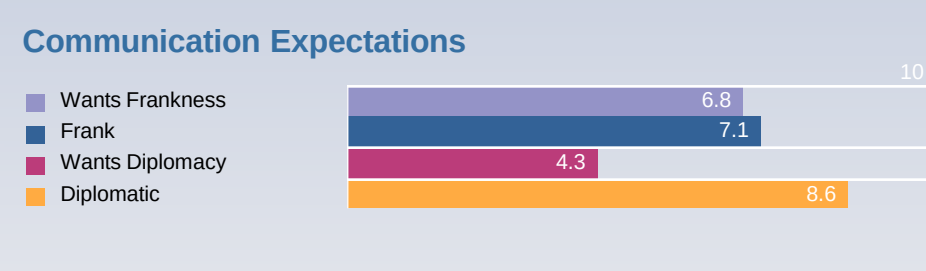
Communication Expectations

This section analyzes communication expectations related to frankness and diplomacy. The scores on Wants Frankness, Wants Diplomacy, Frank and Diplomatic are compared to each other in a variety of ways to better understand expectations and behaviors related to communication.

Communication Expectations includes the following traits:
Wants Frankness: The desire for others to be direct, straightforward, and to the point
Frank: The tendency to be straightforward, direct, to the point, and forthright
Wants Diplomacy: The desire for others to be tactful
Diplomatic: The tendency to state things in a tactful manner



Andrew has a reasonable desire for others to communicate in a frank and straightforward manner, including when giving feedback. Andrew has a reasonable tendency to be frank when communicating. Consequently, management needs to ensure performance feedback is given in a direct and clear manner.

Andrew has little desire for others to be diplomatic during discussions and when giving feedback. Andrew has a very strong tendency to be diplomatic when communicating.

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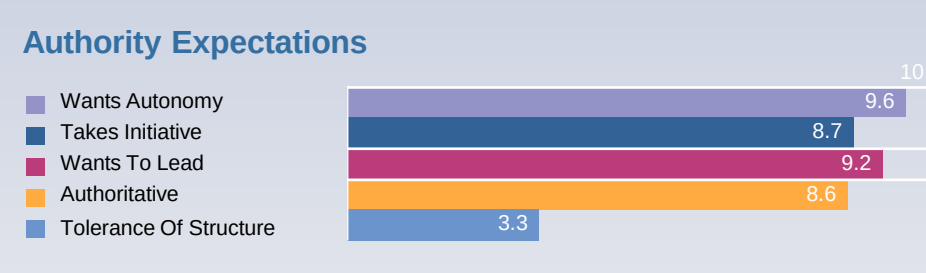
Authority Expectations

This section analyzes issues related to authority including the relationship between the desire for autonomy and the level of initiative, the relationship between the desire to lead and the willingness to make decisions, and how one responds to structure.

Authority Expectations includes the following traits:
Wants Autonomy: The desire to have freedom or independence from authority
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Wants To Lead: The desire to be in a position to direct or guide others
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility
Tolerance Of Structure: The tolerance of following rules, schedules, and procedures created by someone else



Andrew has an extremely strong desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy.

Andrew has a very strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. He will have greater motivation if given opportunities to take initiative. Assuming Andrew has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

Andrew has a very strong desire to take a leadership role. And, Andrew tends to be very willing to accept decision-making authority. Management needs to delegate decision-making opportunities to him whenever warranted.

Andrew tends to be very hesitant to accept a great deal of structure placed on him by the organization. Fortunately, his level of initiative is probably sufficient to self-manage without structure.

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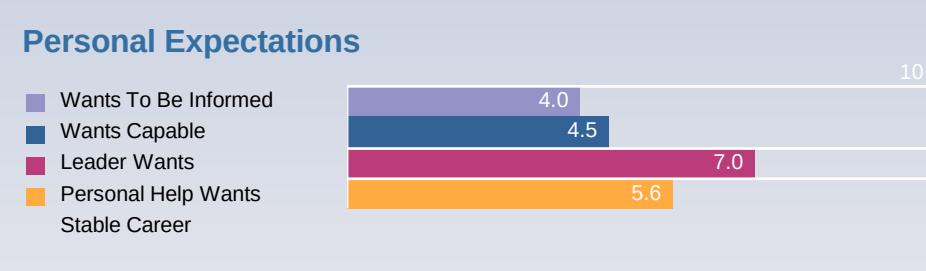
Personal Expectations

This section analyzes various issues related to personal expectations including the desire to be informed, the importance of working for a leader perceived to be capable, the desire for personal help from an employer, and the importance given to having a stable job. It includes guidelines on how to manage strong expectations in those areas.

Personal Expectations includes the following traits:
Wants To Be Informed: The desire to have an employer who freely shares information related to one's work or job
Wants Capable Leader: The desire to have a leader one perceives to be capable
Wants Personal Help: The desire to receive some type of employer support related to one's personal difficulties
Wants Stable Career: The desire for long-term or permanent employment



Andrew has little desire to be informed related to company information.

Working for a capable leader is only moderately important to him.

Andrew considers receiving personal help from the employer to be reasonably important. It is important to find out the type of personal help Andrew wants and take the necessary actions wherever feasible.

Andrew considers having a stable career to be moderately important.

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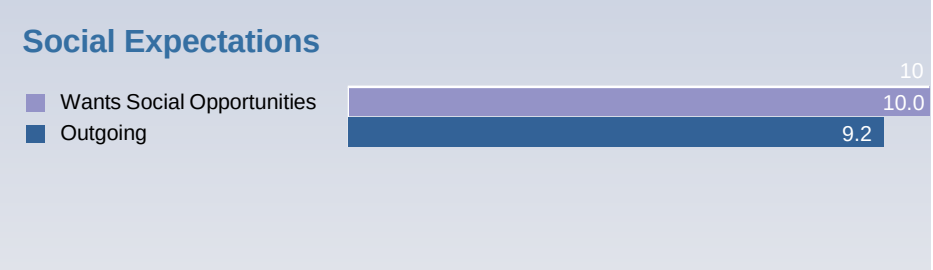
Social Expectations

This section analyzes the desire for social opportunities at work in relationship to introversion and extroversion. It includes guidelines for managing strong social expectations.

Social Expectations includes the following traits:
Wants Social Opportunities: The desire to have a workplace that enables one to meet and interact with others
Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people



Andrew has an extremely strong desire to have social opportunities related to work. Consider ways the company could facilitate social interaction.

Andrew has a very strong tendency to be outgoing. Since Andrew tends to be outgoing, you probably only need to organize some employee social events to help fulfill this desire.

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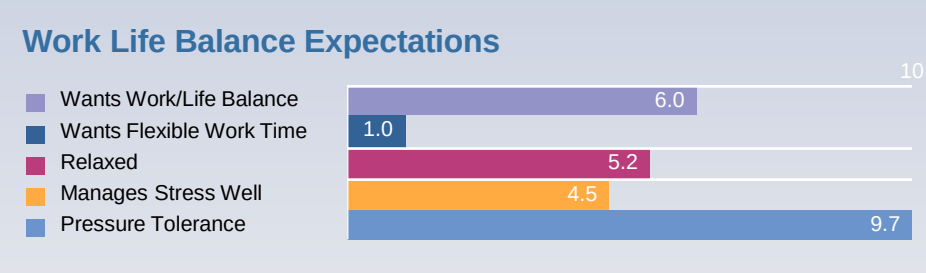
Work Life Balance Expectations

This section analyzes issues related to the desire for work life balance related to stress management and levels of stress. It also examines expectations for flexible work time and tolerance related to tight schedules and deadlines.

Work Life Balance Expectations includes the following traits:
Wants Work/Life Balance: The desire to have sufficient time away from work for rest, enjoyment, or family
Wants Flexible Work Time: The desire to have adjustable working hours or holiday schedules
Relaxed: The tendency to feel at ease or calm while working
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules



Andrew considers having work-life balance to be moderately important.

Andrew considers having flexible work time to be very unimportant. Andrew has a tendency to be only moderately relaxed and easy going.

Andrew tends to be only moderately effective managing stress when it occurs.

Andrew tends to be extremely willing to deal with the pressure of tight schedules and deadlines.

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