

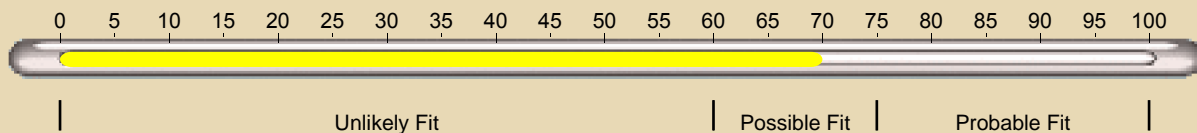
Harrison Assessments Suitability

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

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

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Mary's consistency score is 100 which indicates that Mary is 100% consistent in answering the questionnaire. This indicates a high likelihood that Mary was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Overall Percentage Job Fit = 70%











Essential traits (in order of importance)	Mary's Score	Negative Impact					Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Mary will probably tend to take some initiative. If a great deal of initiative is required, it may be necessary to provide a little encouragement and guidelines related to the initiative that can be taken. In that case, Mary is likely to respond. Mary's degree of initiative is sufficient.	7.1											
Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: Mary is somewhat motivated by challenging tasks or projects. Mary's drive to achieve challenging objectives will probably have a slightly positive impact on job satisfaction and/or performance.	7.6											
Finance / business: The interest in commerce or fiscal management Narrative: Mary is interested in business or finance. Mary's interest in business or finance will probably have a slightly positive impact on job satisfaction and/or performance.	8.0											
Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: Mary tends to analyze difficulties, facts, and situations and enjoys it. Mary's tendency to analyze will probably have a slightly positive impact on job satisfaction and/or performance.	8.6											



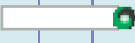



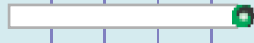
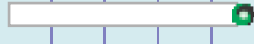
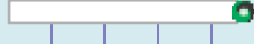
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Essential traits (in order of importance)	Mary's Score	Negative Impact						Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong	
Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: Mary generally tends to persevere with a task when obstacles occur. This will probably be beneficial for overcoming the obstacles that he/she will encounter in his/her position. Mary's persistence can also pay off when influencing others as he/she will tend to be quite tenacious. Mary's degree of persistence is sufficient.	7.3												
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Mary likes to have decision-making authority and is willing to accept responsibility. Mary's tendency to take responsibility for decisions will probably have a slightly positive impact on job satisfaction and/or performance.	8.6												
Judgment (strategic): The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy Narrative: Mary's preferences and tendencies indicate that he/she probably has an average level of strategic decision judgment. Mary's degree of strategic decision judgment is sufficient.	7.3												
Wants To Lead: The desire to be in a position to direct or guide others Narrative: Mary has a desire to be in a leadership position. He/She likes to take charge. Mary's willingness to be in a leadership position will probably have a slightly positive impact on job satisfaction and/or performance.	8.3												
Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: Mary usually prefers not to have to enlist the co-operation of others. Mary's degree of enlisting the co-operation of others is sufficient.	4.9												
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Mary moderately enjoys planning. Mary's degree of planning is sufficient.	6.2												
Desirable traits (in order of importance)	Mary's Score	Negative Impact											
Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.		Very strong	Strong	Substantial	Moderate	Slight	no impact						
Collaborative: The tendency to collaborate with others when making decisions Narrative: Mary very much enjoys collaboration and is probably very willing to collaborate with others when making important decisions. Mary's degree of collaboration is sufficient.	9.3												

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Desirable traits (in order of importance)	Mary's Score	Negative Impact				
		Very strong	Strong	Substantial	Moderate	Slight
<p>Desirable traits (in order of importance)</p> <p>Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.</p>						
<p>Diplomatic:</p> <p>The tendency to state things in a tactful manner</p> <p>Narrative: Mary is very capable of being tactful and tends to state things in a very diplomatic manner. Mary's degree of diplomacy is sufficient.</p>	9.2					
<p>Enthusiastic:</p> <p>The tendency to be eager and excited toward one's own goals</p> <p>Narrative: Mary tends to be enthusiastic about his/her goals. If Mary's goals are in alignment with the organization's objectives, he/she will probably have a drive to achieve those objectives. Mary's degree of enthusiasm for his/her goals is sufficient.</p>	8.3					
<p>Handles Conflict:</p> <p>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</p> <p>Narrative: Mary's preferences indicate that he/she is probably moderately effective at handling conflict. Mary's level of ability to deal with conflict is sufficient.</p>	7.9					
<p>Helpful:</p> <p>The tendency to respond to others' needs and assist or support others to achieve their goals</p> <p>Narrative: Mary tends to be only moderately helpful and has a moderate awareness of others' needs. Mary's degree of helpfulness is sufficient.</p>	5.5					
<p>Influencing:</p> <p>The tendency to try to persuade others</p> <p>Narrative: Mary has a moderate tendency to persuade or influence others. Although Mary may not shy away from trying to influence staff, co-workers, and clients, it is probably not his/her first choice in activities. Mary's degree of influencing is sufficient.</p>	6.6					
<p>Optimistic:</p> <p>The tendency to believe the future will be positive</p> <p>Narrative: Mary may at times tend to be pessimistic or cynical. This could hinder the morale of staff and co-workers. Mary's outlook could also be a hindrance to the sales process. Mary's degree of optimism is sufficient.</p>	4.6					
<p>Pressure Tolerance:</p> <p>The level of comfort related to working under deadlines and busy schedules</p> <p>Narrative: Mary is likely to work well under the pressure of deadlines and tight schedules. Mary's degree of tolerance of pressure is sufficient.</p>	8.6					
<p>Self-acceptance:</p> <p>The tendency to like oneself ("I'm O.K. the way I am")</p> <p>Narrative: Mary is only moderately self-accepting. This limited self-regard may interfere with positive interactions with subordinates, co-workers or clients. Mary's degree of self-acceptance is sufficient.</p>	5.9					

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Desirable traits (in order of importance)	Mary's Score	Negative Impact 					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Systematic:</p> <p>The enjoyment of tasks that require carefully or methodically thinking through steps.</p> <p>Narrative: Mary moderately enjoys work that requires being systematic and tends to be moderately systematic. Mary's degree of being systematic is sufficient.</p>	6.4						
<p>Warmth / empathy:</p> <p>The tendency to express positive feelings and affinity toward others</p> <p>Narrative: Mary may be moderate in expressing warmth and empathy. Mary's degree of expressing warmth and empathy is sufficient.</p>	4.2						
<p>Precise:</p> <p>The enjoyment of work that requires being exact and the tendency to be detail oriented</p> <p>Narrative: Mary generally enjoys precision tasks and tends to be reasonably precise and attentive to detail. Mary's degree of exactness is sufficient.</p>	7.6						
<p>Manages Stress Well:</p> <p>The tendency to deal effectively with strain and difficulty when it occurs</p> <p>Narrative: Mary may sometimes have some difficulty managing stress. Mary's level of ability to manage stress is sufficient.</p>	3.2						
Traits to avoid (in order of importance)	Mary's Score	Negative Impact 					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Blindly Optimistic:</p> <p>The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties</p> <p>Narrative: Mary probably does not have a significant degree of being blindly optimistic. Mary's lack of being blindly optimistic will support job satisfaction and will not hinder performance.</p>	0.0						
<p>Defensive:</p> <p>The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")</p> <p>Narrative: Mary probably does not have a significant degree of defensiveness. Mary's lack of defensiveness will support job satisfaction and will not hinder performance.</p>	0.0						
<p>Dogmatic:</p> <p>The tendency to be certain of one's own opinions while at the same time not open to different ideas</p> <p>Narrative: Mary probably does not have a significant degree of being dogmatic. Mary's lack of being dogmatic will support job satisfaction and will not hinder performance.</p>	0.7						

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Traits to avoid (in order of importance)

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

Negative Impact



	Mary's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties Narrative: Mary probably has a moderate tendency to take risks without sufficiently analyzing the potential difficulties of a plan or strategy. Mary may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. Mary's tendency to be impulsive when making decisions will probably have a somewhat negative impact on job satisfaction and/or performance.	4.6						
Skeptical: The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Mary probably does not have a significant degree of deferring decisions. Mary's lack of being skeptical will support job satisfaction and will not hinder performance.	0.3						
Forceful Enforcing: The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation Narrative: Mary probably does not have a significant degree of being forceful when enforcing rules. Mary's lack of being forceful when enforcing rules will support job satisfaction and will not hinder performance.	0.0						
Harsh: The tendency to be overly strict or punitive when enforcing rules and procedures Narrative: Mary probably does not have a significant tendency to be harsh or overly strict. Mary's lack of harshness will support job satisfaction and will not hinder performance.	0.1						
Blunt: The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Mary probably does not have a significant degree of being blunt. Mary's lack of being blunt will support job satisfaction and will not hinder performance.	0.0						
Permissive: The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior Narrative: Mary probably does not have a significant degree of permissiveness. Mary's lack of permissiveness will support job satisfaction and will not hinder performance.	0.0						