

The report lists Mary'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 Mary's performance.

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.

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 Mary's scores.

**Life Themes** - The highest 5 traits are Mary's key strengths, highest values, and persistent behaviors

Trait	Mary's Score	Description
Flexible	9.7	The tendency to easily adapt to change
Risking	9.6	The tendency to feel comfortable with business ventures that involve uncertainty
Collaborative	9.3	The tendency to collaborate with others when making decisions
Diplomatic	9.2	The tendency to state things in a tactful manner
Organized	8.9	The tendency to place and maintain order in an environment or situation

**Strengths and Preferred Focus** - These traits compose Mary's areas of strength and preferred focus

Trait	Mary's Score	Description
Certain	8.7	The tendency to feel confident in one's opinions
Analytical	8.6	The tendency to logically examine facts and situations (not necessarily analytical ability)
Authoritative	8.6	The desire for decision-making authority and the willingness to accept decision-making responsibility
Wants To Lead	8.3	The desire to be in a position to direct or guide others
Enthusiastic	8.3	The tendency to be eager and excited toward one's own goals
Frank	8.0	The tendency to be straightforward, direct, to the point, and forthright

**Acceptable Areas** - These traits relate to Mary's areas of reasonable strength, and acceptable areas of focus.

Trait	Mary's Score	Description
Open / reflective	7.9	The tendency to reflect on many different viewpoints
Self-motivated	7.9	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Precise	7.6	The enjoyment of work that requires being exact and the tendency to be detail oriented
Wants Challenge	7.6	The willingness to attempt difficult tasks or goals
Persistent	7.3	The tendency to be tenacious despite encountering significant obstacles
Comfort With Conflict	7.3	The tendency to be comfortable with confrontation or strife
Wants Diplomacy	7.2	This desire for others to be tactful
Takes Initiative	7.1	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Self-improvement	6.8	The tendency to attempt to develop or better oneself

## Traits

**Acceptable Areas** - These traits relate to Mary's areas of reasonable strength, and acceptable areas of focus.

Trait	Mary's Score	Description
Influencing	6.6	The tendency to try to persuade others
Intuitive	6.6	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Tolerance Of Structure	6.6	The tolerance of following rules, schedules, and procedures created by someone else
Experimenting	6.5	The tendency to try new things and new ways of doing things
Systematic	6.4	The enjoyment of tasks that require carefully or methodically thinking through steps.
Planning	6.2	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Wants Capable Leader	6.1	The desire to have a leader one perceives to be capable

**Willing to do** - These traits relate to areas Mary is willing to do, especially if not required a large percentage of time.

Trait	Mary's Score	Description
Self-acceptance	5.9	The tendency to like oneself ("I'm O.K. the way I am")
Helpful	5.5	The tendency to respond to others' needs and assist or support others to achieve their goals
Outgoing	5.4	The tendency to be socially extroverted and the enjoyment of meeting new people
Tolerance Of Bluntness	5.1	The level of comfort related to receiving abrupt or frank communications from others
Tempo	5.1	The enjoyment of work that needs to be done quickly
Analyzes Pitfalls	5.0	The tendency to scrutinize potential difficulties related to a plan or strategy
Enlists Cooperation	4.9	The tendency to invite others to participate in or join an effort
Assertive	4.7	The tendency to put forward personal wants and needs
Optimistic	4.6	The tendency to believe the future will be positive
Cause Motivated	4.5	The tendency to be motivated to help society
Relaxed	4.4	The tendency to feel at ease or calm while working
Enforcing	4.4	The tendency to insist upon necessary rules being followed
Warmth / empathy	4.2	The tendency to express positive feelings and affinity toward others
Wants Autonomy	4.1	The desire to have freedom or independence from authority

**Prefer Not to Do It** - Mary would prefer to focus on other things than these traits and preferences.

Trait	Mary's Score	Description
Manages Stress Well	3.2	The tendency to deal effectively with strain and difficulty when it occurs

**Strongly Prefer Not to Do It** - These traits are areas in which Mary strongly prefers not to do, and will probably avoid.

Trait	Mary's Score	Description
Wants High Pay	2.5	The desire to earn greater remuneration
Wants Frankness	2.5	The desire for others to be direct, straightforward, and to the point
Wants Stable Career	2.2	The desire for long-term or permanent employment
Wants Recognition	2.2	The desire for positive acknowledgement (from others) related to one's abilities and strengths

## Task Preferences

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

## Task Preferences

Task Preference	Mary's Score	Description
Numerical	9.5	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Clerical	9.4	The enjoyment of tasks such as typing or filing or organizing information
Physical Work	7.8	The enjoyment of work that involves substantial bodily effort
Building / making	7.8	The enjoyment of constructing or putting together anything
Research / learning	6.4	The enjoyment of gathering and comprehending new information
Artistic	5.4	The enjoyment of making things look beautiful or attractive
Driving	5.0	The enjoyment of operating a motor vehicle
Computers	5.0	The enjoyment of working with electronic machines that calculate, store, or analyze information
Public Speaking	3.6	The enjoyment of presenting or articulating information to groups of people
Manual Work	3.1	The enjoyment of work that involves using one's hands
Mechanical	3.1	The enjoyment of work that involves fixing or repairing something
Teaching	2.8	The enjoyment of instructing, training, or educating others

## Interests

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

Interest	Mary's Score	Description
Food	10.0	The interest in work relating to food
Children	10.0	The interest in working with children
Finance / business	8.0	The interest in commerce or fiscal management
Science	8.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Plants	8.0	The interest in shrubs, gardening, botany, trees, or farming
Health / medicine	6.0	The interest in health or medicine
Animals	6.0	The interest in working with mammals, birds, reptiles, or fish
Sports	6.0	The interest in work that involves sports
Travel	6.0	The interest in work that involves frequently taking a journey
Writing / language	2.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Electronics	2.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment

## Work Environment Preferences

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

Work Environment Preference	Mary's Score	Description
Noise	10.0	The tolerance of working in an environment that has loud or continuous sounds
Team	9.6	The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so)
Pressure Tolerance	8.6	The level of comfort related to working under deadlines and busy schedules
Outdoors	7.3	The desire to work in an outside environment
Sitting	3.7	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Repetition	3.3	The tolerance of monotonous work: the same single activity is repeated over and over (e.g. assembly line)
Standing	2.6	The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around)

### Work Environment Preferences

Work Environment Preference	Mary's Score	Description
Public Contact	2.0	The tendency to feel comfortable with interacting directly with a wide range of people representative of general society

### Behavioral Competencies

Each competencies are composed of numerous traits, and are listed in order of Mary's strengths.

Behavioral Competency	Mary's Score	Description
Negotiating	8.2	The tendency to bargain in order to reach an beneficial agreement
Provides Direction	8.2	The tendency to manifest the traits necessary for a leadership role
Handles Conflict	7.9	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Organizational Compatibility	7.8	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Innovative	7.6	The tendency to create new and more effective ways of doing things
Coaching	7.5	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Effective Enforcing	7.4	The tendency to skillfully correct others when they are violating rules or performing poorly
Receives Correction	7.4	The tendency to accept guidance intended to improve performance
Judgment (strategic)	7.3	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Tolerance Of Evasiveness	6.9	The level of comfort related to dealing with people who are indirect or lacking in frankness
Handles Autonomy	6.6	The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)
Interpersonal Skills	6.4	The tendency to have a balance of traits that relate to effective interaction with others
Doesn't Need Structure	6.1	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)
Self-employed	5.9	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
People Oriented	5.3	The tendency to have a balance of traits that would enable one to positively interact with others

### 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 Mary's performance.

Traits to Avoid for this Position	Mary's Score	Description
Impulsive	4.6	The tendency to take risks without sufficient analysis of the potential difficulties
Dogmatic	0.7	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Skeptical	0.3	The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits
Harsh	0.1	The tendency to be overly strict or punitive when enforcing rules and procedures
Blindly Optimistic	0.0	The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties
Defensive	0.0	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Forceful Enforcing	0.0	The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation
Blunt	0.0	The tendency to be frank or direct while lacking in diplomacy or tact

### Traits to Avoid for this Position

Traits to Avoid for this Position	Mary's Score	Description
Permissive	0.0	The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior

### Functions

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

Functions	Mary's Score	Description
Administration - General	8.7	This position is specifically designed for a general administration role. It focuses being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.
Technical	8.5	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.
Supervisory	8.1	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	8.0	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	7.7	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.
Sales - Cold Calling	6.9	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Customer Service - Friendly	4.9	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.