

## Job Success Analysis

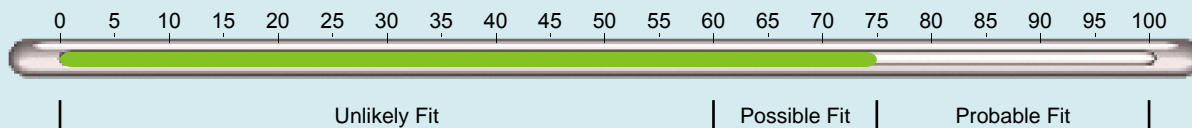
**Kendra Anderson**  
For JFields Marketing  
Compared to: **Campaign: Graphic Design/Digital Marketing Specialist #JF003-003**  
v07/27/2015

Completed: 08/02/2015

### Overall Score

The overall score takes into account all the assessment types you have selected for this job. Each assessment type is then weighted as shown in the Assessment Weighting section. The weighting for the assessment types are used to calculate the Overall Percentage Job Fit.

#### Overall Percentage of Job Fit = 75%



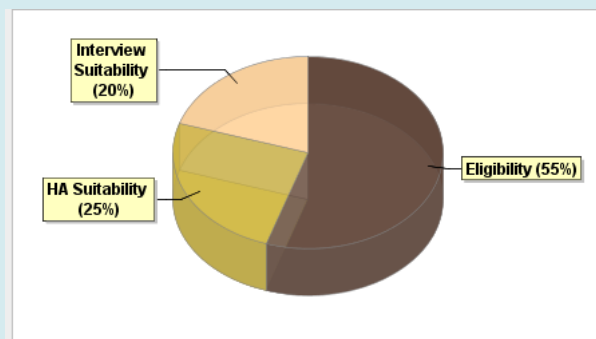
### Assessment Weighting

The pie graph below indicates the weighting you have given to each of the assessments you have selected for this job. Each assessment affects the overall score according to the weighting given.

**Eligibility (55%):** Your selected weighting for this assessment is 55%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

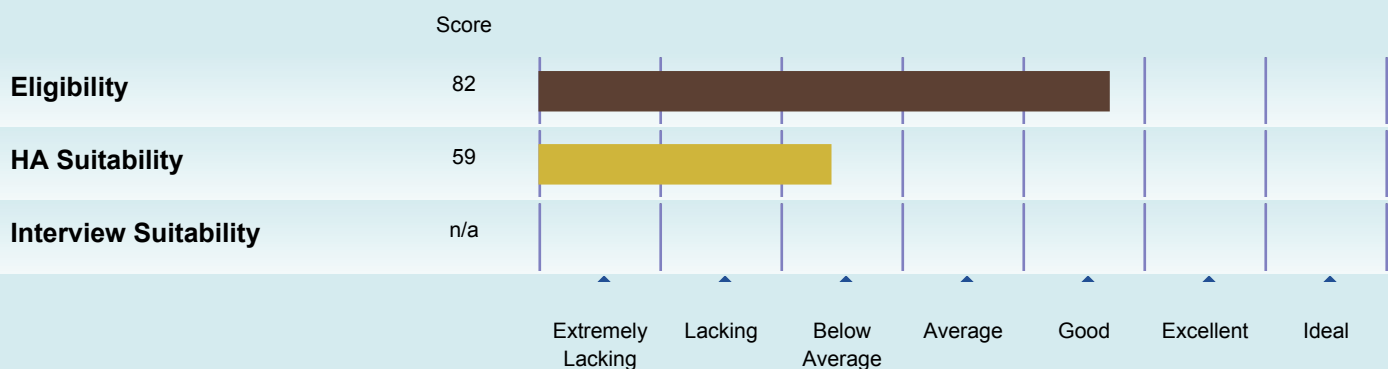
**HA Suitability (25%):** Your selected weighting for this assessment is 25%. This suitability assessment includes attitudes, motivations, task preferences, interests, and work environment preferences that relate to success for this job. The factors included in this template are based on Harrison Assessments 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 Kendra during the interview using the Harrison Assessments interview guide.



### Assessment Scores

The score below is the score Kendra has received for each assessment. The bar graph to the right reflects the meaning of the score.



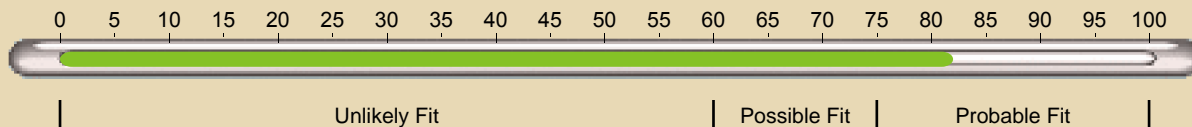
# Job Success Analysis

**Kendra Anderson**  
For JFields Marketing  
Compared to: **Campaign: Graphic Design/Digital Marketing Specialist #JF003-003**  
v07/27/2015

Completed: 08/02/2015

## Eligibility

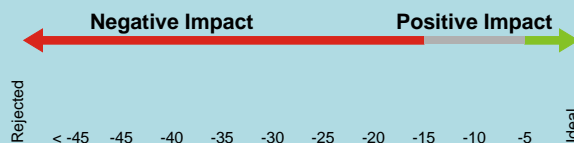
**Overall Percentage of Eligibility Fit = 82%**



This section includes prior experience, education and skills that you have selected for this job. The score below each factor shows the answer that the applicant chose or the adjusted answer from the interview (if the interview has occurred).

The green or red ball in each graph indicates the degree of positive (green) or negative (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 factor in the Job Success Formula setup.

### Eligibility Factors (Requirement)



#### Adobe Creative Suite:

What level of skill do you have using Adobe Creative Suite (InDesign, Illustrator, Photoshop, Flash, Acrobat)?

**Kendra's Answer:** Intermediate - I can create complex designs making use of most of the feature in the creative suite

#### Digital & Social media marketing:

What skill level do you have digital & social media marketing including SEO and email marketing?

**Kendra's Answer:** Intermediate - I understand the tools and software available and have used them to manage a marketing campaign

#### Microsoft Word Skill Level:

What level of skill do you have using Microsoft Word?

**Kendra's Answer:** Advanced - I am comfortable with all advanced options in Microsoft Word including: TOC generation, cross referencing, mail merge, complex tables, and on-line collaboration

#### Microsoft Powerpoint Skill Level:

What skill level do you have using Microsoft PowerPoint?

**Kendra's Answer:** Advanced - I am comfortable with advanced options in PowerPoint including: custom animation, action buttons, integration of movies and sounds, recording of narration, basic macros, and I can create exceptionally high quality PowerPoint presentations incorporating a full multimedia experience.

#### Recent Job Hopping Rate:

How many companies have you worked for as a full-time employee during the past 3 years?

**Kendra's Answer:** I have worked for 2 companies, as an employee, in the past 3 years



## Job Success Analysis

Kendra Anderson

Completed: 08/02/2015

For JFields Marketing

Compared to: Campaign: Graphic Design/Digital Marketing Specialist #JF003-003  
v07/27/2015

### Eligibility

#### Eligibility Factors (Requirement)

Negative Impact Positive Impact

Rejected < -45 -45 -40 -35 -30 -25 -20 -15 -10 -5 Ideal

#### Scoring group - Education:

Have you achieved a 2 full years of university or college?

Kendra's Answer: Yes

Have you achieved a Bachelor's Degree?

Kendra's Answer: Yes

Have you achieved a Bachelor's Degree in Communications?

Kendra's Answer: No

Have you achieved a Bachelor's Degree in Any Art & Design Related Subject?

Kendra's Answer: No

#### Scoring group - Experience:

How many years of full-time experience do you have in graphic design as a key element of your job?

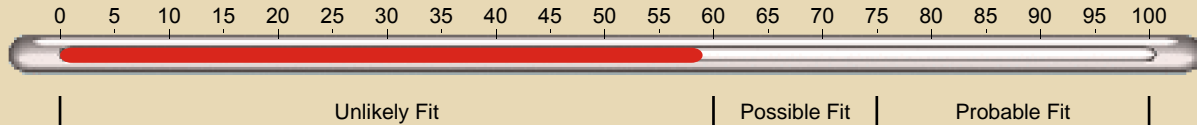
Kendra's Answer: 3 years

How many years of full-time experience do you have in marketing jobs? Include only full-time jobs where true marketing-level activities such as branding, market research, product definition, ad testing, etc were a key element of your job. Do not include jobs that were focused on public relations or advertisement purchasing/creation.

Kendra's Answer: 3 to 11 months

## Harrison Assessments Suitability

### Overall Percentage of Suitability Fit = 59%



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. Kendra's consistency score is 56 which indicates that Kendra is 91.2% consistent in answering the questionnaire. This indicates a high likelihood that Kendra was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### Essential traits (in order of importance)

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

Negative Impact   Positive Impact

#### Takes Initiative:

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

Narrative: Kendra very often tends to take initiative. This initiative will help him/her 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. Kendra's degree of initiative will probably have a somewhat positive impact on job satisfaction and/or performance.

#### Analytical:

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

Narrative: Kendra may only moderately enjoy analyzing problems and decisions. Kendra's degree of enjoyment of analyzing problems will probably have a slightly negative impact on job satisfaction and/or performance.

#### Helpful:

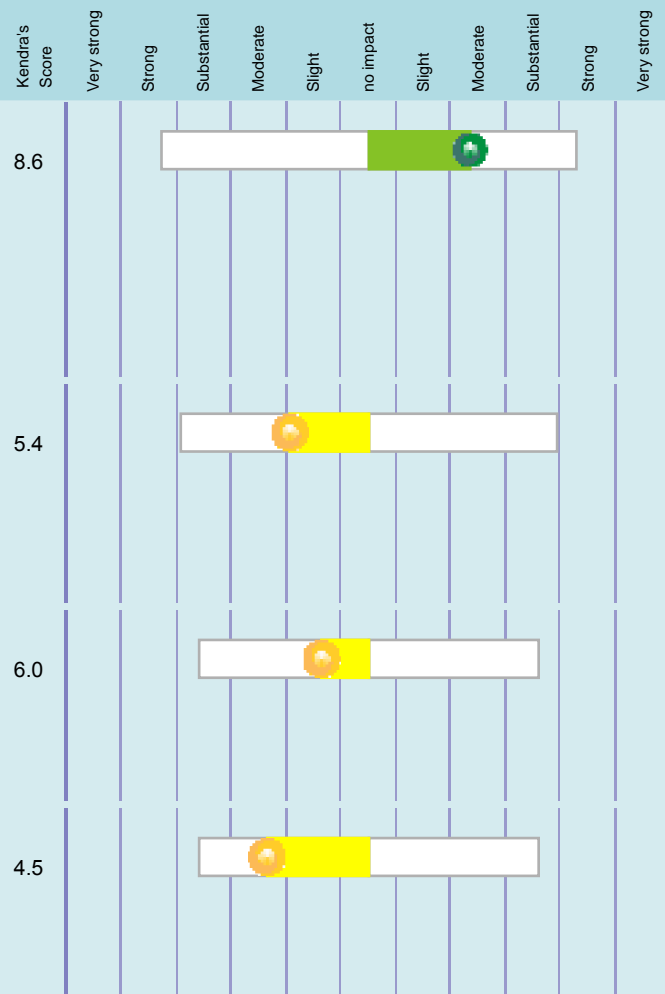
The tendency to respond to others' needs and assist or support others to achieve their goals

Narrative: Kendra tends to be moderately helpful and has a moderate awareness of others' needs. Kendra's degree of helpfulness will probably have a slightly negative impact on job satisfaction and/or performance.

#### Research / learning:

The enjoyment of gathering and comprehending new information

Narrative: Kendra only moderately enjoys researching and learning new information. Kendra's degree of enjoyment of researching and learning new information will probably have a somewhat negative impact on job satisfaction and/or performance.



## Harrison Assessments Suitability

### Essential traits (in order of importance)

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

#### Wants Challenge:

The willingness to attempt difficult tasks or goals

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

#### Diplomatic:

The tendency to state things in a tactful manner

Narrative: Kendra is fairly capable of being tactful and usually tends to state things in a diplomatic manner. Kendra's degree of diplomacy is sufficient for this job.

#### Systematic:

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

Narrative: Kendra generally enjoys work that requires being systematic and tends to be fairly systematic. Kendra's degree of being systematic is sufficient for this job.

#### Writing / language:

The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)

Narrative: Kendra is moderately interested in writing or language. Kendra's level of interest in writing or language will probably have a slightly negative impact on job satisfaction and/or performance.

Negative Impact



Positive Impact

Kendra's Score Very strong Strong Substantial Moderate Slight no impact Slight Moderate Substantial Strong Very strong

8.8



6.7



7.2



6.0



### Desirable traits (in order of importance)

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

Negative Impact



Kendra's Score Very strong Strong Substantial Moderate Slight no impact

10.0



2.8



5.7



#### Artistic:

The enjoyment of making things look beautiful or attractive

Narrative: Kendra greatly enjoys doing artistic tasks. Kendra's degree of enjoyment of artistic tasks is sufficient for this job.

#### Computers:

The enjoyment of working with electronic machines that calculate, store, or analyze information

Narrative: Kendra would probably not enjoy working with computers. Kendra's degree of enjoyment of working with computers will probably have a somewhat negative impact on job satisfaction and/or performance.

#### Enthusiastic:

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

Narrative: Kendra tends to be moderately enthusiastic about his/her goals. However, his/her goals could be clearer. Kendra's degree of enthusiasm for his/her goals is sufficient for this job.

## Harrison Assessments Suitability

### Desirable traits (in order of importance)

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

### Negative Impact



Kendra's Score    Very strong    Strong    Substantial    Moderate    Slight    no impact

#### Experimenting:

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

Narrative: Kendra generally enjoys trying new things and sometimes experiments with new ways of doing things. Kendra's degree of enjoyment of experimentation is sufficient for this job.

7.2

#### Flexible:

The tendency to easily adapt to change

Narrative: Kendra tends to be fairly adaptive and comfortable with change. Kendra's degree of flexibility is sufficient for this job.

7.0

#### Handles Autonomy:

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)

Narrative: Assuming he/she has sufficient job-related knowledge, Kendra will only sometimes take appropriate actions when working independently from supervision. Kendra's level of ability to handle autonomy is sufficient for this job.

6.4

#### Open / reflective:

The tendency to reflect on many different viewpoints

Narrative: Kendra probably only moderately enjoys reflecting on different ideas and opinions. Kendra's degree of enjoyment of reflecting on different ideas and opinions will probably have a slightly negative impact on job satisfaction and/or performance.

4.5

#### Optimistic:

The tendency to believe the future will be positive

Narrative: Kendra may at times tend to be pessimistic or cynical. This could hinder the morale of staff and co-workers. Kendra's degree of optimism will probably have a slightly negative impact on job satisfaction and/or performance.

3.8

#### Organized:

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

Narrative: Kendra tends to be very well organized. Kendra's degree of being organized is sufficient for this job.

8.7

#### Persistent:

The tendency to be tenacious despite encountering significant obstacles

Narrative: Kendra may tend to be moderately persistent but prefers a position that does not require extensive persistence. Kendra's degree of enjoyment of persistence is sufficient for this job.

5.6

#### Planning:

The tendency to formulate ideas related to the steps and process of accomplishing an objective

Narrative: Kendra very much enjoys planning and probably tends to do a lot of it. Kendra's degree of enjoyment of planning is sufficient for this job.

8.9

## Harrison Assessments Suitability

### Desirable traits (in order of importance)

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

Negative Impact 

Kendra's Score    Very strong    Strong    Substantial    Moderate    Slight    no impact

#### Precise:

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

5.3

Narrative: Kendra only moderately enjoys precision tasks. He/She can be precise, but prefers not to be in a role that continually requires a great deal of precision or focusing on details. Kendra's degree of exactness is sufficient for this job.

#### Self-improvement:

The tendency to attempt to develop or better oneself

7.5

Narrative: Kendra has a fairly strong intention to improve himself/herself. Kendra's level of interest in self-improvement is sufficient for this job.

#### Team:

The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)

8.4

Narrative: Kendra enjoys working in a team. Kendra's degree of enjoyment of working in a team is sufficient for this job.

#### Analyzes Pitfalls:

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

7.2

Narrative: Kendra tends to analyze the potential difficulties of plans and strategies. Therefore, Kendra is likely to be reasonably mindful when it comes to making strategic decisions. Kendra's degree of enjoyment of analyzing potential difficulties is sufficient.

#### Authoritative:

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

8.5

Narrative: Kendra has a strong desire to have decision-making authority and is very willing to accept responsibility. Kendra's degree of enjoyment of having decision-making authority is sufficient for this job.

#### Manages Stress Well:

The tendency to deal effectively with strain and difficulty when it occurs

5.9

Narrative: Kendra is generally able to manage stress. Kendra's level of ability to manage stress is sufficient.

#### Influencing:

The tendency to try to persuade others

6.6

Narrative: Kendra tends to engage in persuading and influencing others. Assuming he/she has the right balance of other interpersonal traits, Kendra may be reasonably skillful in expressing his/her ideas to staff, co-workers and/or clients. Kendra's degree of enjoyment of influencing is sufficient for this job.

#### Pressure Tolerance:

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

8.9

Narrative: Kendra is very likely to work well under the pressure of deadlines and tight schedules. Kendra's degree of tolerance of pressure is sufficient for this job.

## Harrison Assessments Suitability

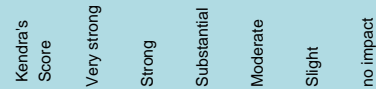
### Desirable traits (in order of importance)

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

Negative Impact 

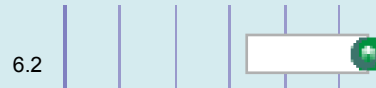
#### Warmth / empathy:

The tendency to express positive feelings and affinity toward others  
Narrative: Kendra reasonably often expresses warmth and empathy. Kendra's degree of expressing warmth and empathy is sufficient for this job.



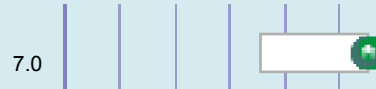
#### Enlists Cooperation:

The tendency to invite others to participate in or join an effort  
Narrative: Kendra moderately enjoys enlisting the co-operation of others. Kendra's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.



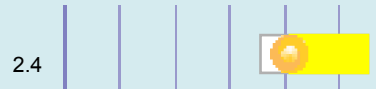
#### Selling:

The interest in convincing or influencing others to purchase a product or service  
Narrative: Kendra is fairly interested in at least some aspects of selling. Kendra's level of interest in some aspects of selling is sufficient.



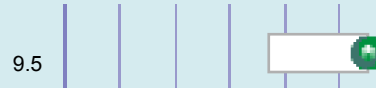
#### Teaching:

The enjoyment of instructing, training, or educating others  
Narrative: Kendra has very little or no interest in teaching or instructing others. Kendra's level of interest in teaching or instructing others will probably have a slightly negative impact on job satisfaction and/or performance.



#### Collaborative:

The tendency to collaborate with others when making decisions  
Narrative: Kendra greatly enjoys collaboration and is probably extremely willing to collaborate with others with regard to making important decisions. Kendra's degree of enjoyment of collaborating is sufficient for this job.



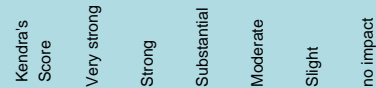
### Traits to avoid (in order of importance)

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

Negative Impact 

#### Dogmatic:

The tendency to be certain of one's own opinions while at the same time not open to different ideas  
Narrative: Kendra probably does not have a significant degree of being dogmatic. Kendra's degree of being dogmatic will NOT hinder performance.



#### Defensive:

The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")  
Narrative: Kendra probably does not have a significant degree of defensiveness. Kendra's degree of defensiveness will NOT hinder performance.





## Harrison Assessments Suitability

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

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

Negative Impact



	Kendra's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<b>Fast But Imprecise:</b> The tendency to be productive but not paying sufficient attention to detail Narrative: Kendra probably does not have a significant degree of being fast but imprecise. Kendra's degree of being fast but imprecise will NOT hinder performance.	0.6						
<b>Precise But Slow:</b> The tendency to be exact but not paying sufficient attention to productivity Narrative: Kendra probably does not have a significant degree of focusing on details to the extent of slowing productivity Kendra's degree of being precise but slow will NOT hinder performance.	0.0						
<b>Rigidly Meticulous:</b> The tendency to focus so strongly on details that one tends to have difficulty adapting to changes Narrative: Kendra probably does not have a significant degree of being rigid related to details and precision. Kendra's degree of being rigidly meticulous will NOT hinder performance.	0.0						
<b>Blunt:</b> The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Kendra probably does not have a significant degree of being blunt. Kendra's degree of being blunt will NOT hinder performance.	0.0						
<b>Dominating:</b> The tendency to be assertive with one's own needs while failing to respond to other people's needs Narrative: Kendra probably does not have a significant degree of being dominating. Kendra's degree of being dominating will NOT hinder performance.	0.0						
<b>Rebellious Autonomy:</b> The tendency to attempt to gain freedom from authority without taking sufficient and appropriate initiative Narrative: Kendra probably does not have a significant degree of rebellious autonomy. Kendra's degree of rebellious autonomy will NOT hinder performance.	0.0						

## Eligibility

The questions on the left are the key questions designated for this job, that were answered by the applicant.

Eligibility answer options on the right are those presented to the applicants when they applied for this job. The answer they chose is indicated by the blacked-in circle.

Please confirm their answers during their interview and reference checks. Indicate any revised answers on this page to be reentered into the Harrison Assessments system.

What level of skill do you have using Adobe Creative Suite (InDesign, Illustrator, Photoshop, Flash, Acrobat)?

- ☐ **No familiarity / skill using these tools?**
- ☐ **Beginner - I can create basic designs using these tools**
- ☒ **Intermediate - I can create complex designs making use of most of the feature in the creative suite**
- ☐ **Advanced - I am comfortable with all of the advanced options in the Adobe Creative Suite**
- ☐ **Master - I have mastered all of the features of the Adobe Creative Suite and create best-in-class designs**

**NOTES:**

What skill level do you have digital & social media marketing including SEO and email marketing?

- ☐ **No familiarity / skill using these tools?**
- ☐ **Beginner - I understand the concepts and have experimented with current tools for digital/social media marketing and email marketing software**
- ☒ **Intermediate - I understand the tools and software available and have used them to manage a marketing campaign**
- ☐ **Advanced - I am well-verse in the industry leading tools and software and can manage advance campaigns**
- ☐ **Mastery - I can identify and deploy best-in-class tools and software as well as manage multiple/highly productive campaigns**

**NOTES:**

What level of skill do you have using Microsoft

- ☐ **None - I have not used Microsoft Word**

**NOTES:**



## Interview Guide

Kendra Anderson  
For JFields Marketing  
Compared to: Campaign: Graphic Design/Digital Marketing Specialist #JF003-003  
v07/27/2015

Completed: 08/02/2015

### Eligibility

Word?

- ☐ **Beginner - I am comfortable with Microsoft Word including: formatting text, page numbering, cut-copy-paste, and getting professional results printing documents**
- ☐ **Intermediate - I am comfortable with some advanced options in Microsoft Word including: Style Sheets, tables, complex tabs, columns, drawing, graphic integration, and similar functions**
- ☒ **Advanced - I am comfortable with all advanced options in Microsoft Word including: TOC generation, cross referencing, mail merge, complex tables, and on-line collaboration**
- ☐ **Master - I have mastered Microsoft Word including: advanced macros, Visual Basic script, integration with other Office applications, XML/Web integration, and all other expert functions in Word**

What skill level do you have using Microsoft PowerPoint?

- ☐ **None - I have not used Microsoft PowerPoint**
- ☐ **Beginner - I can create basic slides using consistent text formatting and create nice looking slide shows.**
- ☐ **Intermediate - I can create complex slides, make use of the slide master, integrate graphics into slides, create charts and tables within PowerPoint, make great use of preset animations and slide transitions, and create both professional quality slide shows as well as professional**

**NOTES:**



## Interview Guide

Kendra Anderson  
For JFields Marketing  
Compared to: Campaign: Graphic Design/Digital Marketing Specialist #JF003-003  
v07/27/2015

Completed: 08/02/2015

### Eligibility

quality slide shows handouts with PowerPoint.

- Advanced - I am comfortable with advanced options in PowerPoint including: custom animation, action buttons, integration of movies and sounds, recording of narration, basic macros, and I can create exceptionally high quality PowerPoint presentations incorporating a full multimedia experience.
- Master - I have mastered every aspect of PowerPoint including: advanced macros, Visual Basic scripts, integration with other Office applications, online broadcasts, as well as all of the aspects skills under Advanced above.

How many companies have you worked for as a full-time employee during the past 3 years?

- I have not worked for any companies, as an employee, in the past 3 years
- I have worked for 1 company, as an employee, in the past 3 years
- I have worked for 2 companies, as an employee, in the past 3 years
- I have worked for 3 companies, as an employee, in the past 3 years
- I have worked for 4 companies, as an employee, in the past 3 years
- I have worked for 5 companies, as an employee, in the past 3 years
- I have worked for 6 or more companies, as an employee, in the past 3 years

NOTES:

Have you achieved a 2 full years of university or college?

- No
- Yes

NOTES:

## Eligibility

Have you achieved a Bachelor's Degree?

- ☐ No  
☒ Yes

**NOTES:**

Have you achieved a Bachelor's Degree in Communications?

- ☒ No  
☐ Yes

**NOTES:**

Have you achieved a Bachelor's Degree in Any Art & Design Related Subject?

- ☒ No  
☐ Yes

**NOTES:**

How many years of full-time experience do you have in graphic design as a key element of your job?

- ☐ Zero to 3 months  
☐ 3 to 11 months  
☐ 1 year  
☐ 2 years  
☒ 3 years  
☐ 4 years  
☐ 5 years  
☐ 6 years  
☐ 7 years  
☐ 8 to 9 years  
☐ 10 or more years

**NOTES:**

How many years of full-time experience do you have in marketing jobs? Include only full-time jobs where true marketing-level activities such as branding, market research, product definition, ad testing, etc were a key element of your job. Do not include jobs that were focused on public relations or advertisement purchasing/creation.

- ☐ Zero to 3 months  
☒ 3 to 11 months  
☐ 1 year  
☐ 2 years  
☐ 3 years  
☐ 4 years  
☐ 5 years  
☐ 6 years  
☐ 7 years  
☐ 8 to 9 years  
☐ 10 to 11 years  
☐ 12 to 14 years  
☐ 15 or more years

**NOTES:**

## 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. Kendra's consistency score is 56 which indicates that Kendra is 91.2% consistent in answering the questionnaire. This indicates a high likelihood that Kendra was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### Research / learning

In what ways have you demonstrated your enjoyment of researching or learning new information?

#### Look For...

Kendra's enjoyment of gathering and/or learning new information and a history of activity that demonstrates it. The more Kendra has of this trait, the more likely he/she will perform well.

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

### Analytical

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

#### Look For...

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

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

## Suitability

### Helpful

Describe a recent work situation in which you responded to a co-worker's needs or supported a co-worker to achieve his/her goals.

#### Look For...

Kendra's enjoyment of helping a co-worker, and especially the degree of helpfulness he/she exhibited. The more Kendra has of this trait, the more likely he/she will perform well.

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

### Writing / language

In what ways have you demonstrated an interest in writing or language?

#### Look For...

Kendra's interest in writing OR language, and a history of activity that demonstrates it. The more Kendra has of this trait, the more likely he/she will perform well.

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

### Diplomatic

Give me an example of you interacting with co-workers in a tactful or diplomatic manner in a work situation that required tactfulness. How did you feel about it?

#### Look For...

Kendra's enjoyment of being tactful, his/her comfort with being tactful, and especially the degree of tactfulness he/she exhibited. The more Kendra has of this trait, the more likely he/she will perform well.

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

## 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...

Kendra's enjoyment of being systematic, the quality of his/her examples, and his/her ability to systematically proceed toward the objective. The more Kendra has of this trait, the more likely he/she will perform well.

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

### Wants Challenge

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

#### Look For...

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

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

### Takes Initiative

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

#### Look For...

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

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

### Overall Notes/Score





HARRISON  
ASSESSMENTS

## Interview Guide

Kendra Anderson

Completed: 08/02/2015

For JFields Marketing

Compared to: **Campaign: Graphic Design/Digital Marketing Specialist #JF003-003**  
v07/27/2015

### Suitability

#### Overall Notes/Score

## How To Attract This Candidate

**Kendra Anderson**  
For JFields Marketing  
Compared to: **Campaign: Graphic Design/Digital Marketing Specialist #JF003-003**  
v07/27/2015

Completed: 08/02/2015

This report identifies the key leverage points for Kendra that will help you to convince Kendra 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. Kendra's consistency score is 56 which indicates that Kendra is 91.2% consistent in answering the questionnaire. This indicates a high likelihood that Kendra 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

Kendra greatly enjoys meeting new people and will be more motivated to work for you if Kendra believes he/she will have many opportunities to do so.

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

### Important Factors to Consider

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

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

Kendra has a strong desire to work for a very capable authority. Tell Kendra about the strengths of his/her supervisor, the CEO, or someone in the organization that he/she might respect. Look at Kendra's highest traits and determine who in the organization also has those tendencies. You could even introduce Kendra to that person.

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

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

### Other Possible Factors to Consider

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

Kendra has a fairly strong intention to improve himself/herself. Therefore, if you want to attract Kendra to work for your company, explain the ways in which this position could help him/her to improve.

Kendra enjoys working in a team. If the position involves teamwork, explain the ways in which he/she will have opportunities to work closely in a team.