

Patrick Bergemann

For JFields Marketing

Compared to: Campaign: Graphic Design/Digitial Marketing Specialist #JF003-003

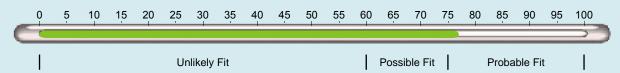
v07/27/2015



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.

Completed: 07/28/2015

#### Overall Percentage of Job Fit = 77%



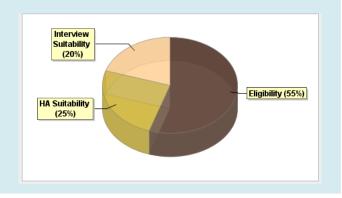
# **Assessment** Weighting

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.

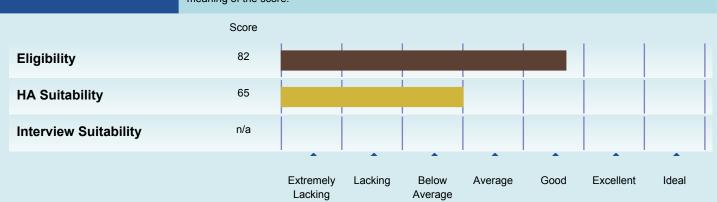
**HA Suitability (25%):** Your selected weighting for this assessment is 25%. This suitability assessment includes attitudes, motivations, task preferences, interests, and work environment preferences that relate to success for this job. The factors included in this template are based on Harrison Assessments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



#### **Assessment Scores**

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





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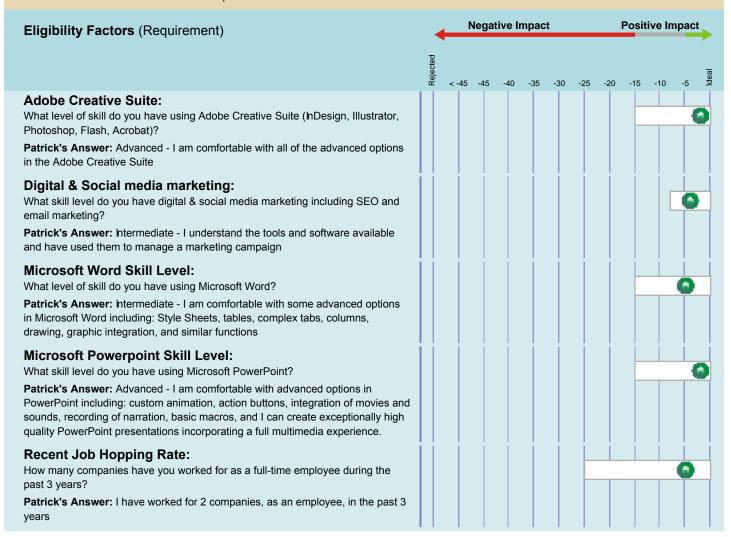
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This section includes prior experience, education and skills that you have selected for this job. The score below each factor shows the answer that the applicant chose or the adjusted answer from the interview (if the interview has occurred).

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.

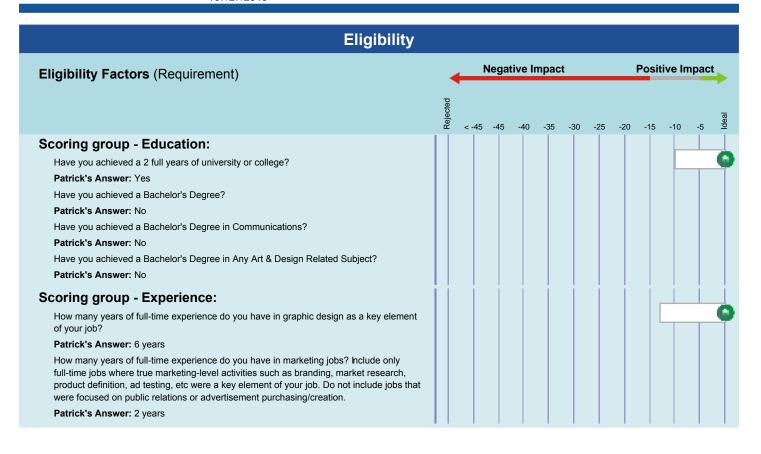




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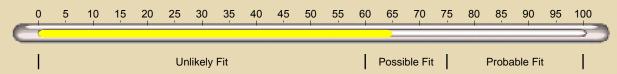
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#### **Harrison Assessments Suitability**

#### Overall Percentage of Suitability Fit = 65%



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. Patrick's consistency score is 76 which indicates that Patrick is 95.2% consistent in answering the questionnaire. This indicates a high likelihood that Patrick was truthful, accurately self-aware, and able to concentrate on the questionnaire.

#### **Negative Impact Positive Impact** Essential traits (in order of importance) Essential traits are traits in which higher scores generally relate better performance. **Takes Initiative:** The tendency to perceive what is necessary to be accomplished and to 61 proceed on one's own Narrative: Patrick may tend to take only a moderate amount of initiative. He/She will work best if the initiative that is expected is clearly outlined and encouraged. Patrick's degree of initiative will probably have a slightly negative impact on job satisfaction and/or performance. **Analytical:** The tendency to logically examine facts and situations (not necessarily 9.6 analytical ability) Narrative: Patrick tends to frequently analyze problems and decisions and greatly enjoys it. Patrick's tendency to analyze will probably have a positive impact on job satisfaction and/or performance. Helpful: The tendency to respond to others' needs and assist or support others to 59 achieve their goals Narrative: Patrick tends to be moderately helpful and has a moderate awareness of others' needs. Patrick'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 10.0 Narrative: Patrick greatly enjoys researching and learning new information. Patrick's enjoyment of researching and learning new information will probably have a positive impact on job satisfaction and/or performance.

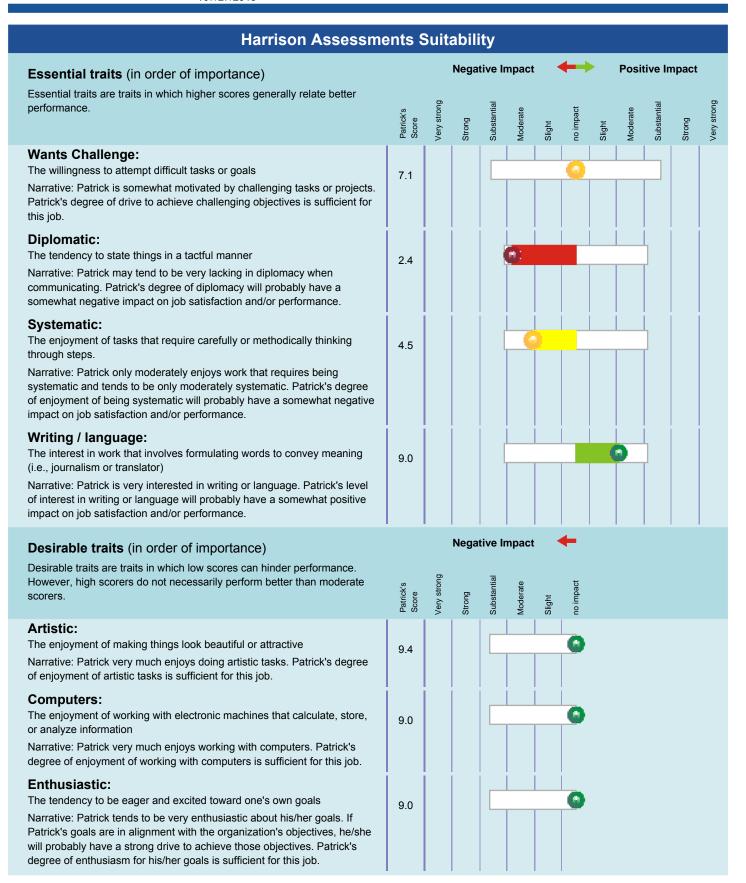


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Harrison Assessme	ents S	Suit	abil	ity			
Desirable traits (in order of importance)			Nega	tive lı	npact	•	+
Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.	Patrick's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Experimenting: The tendency to try new things and new ways of doing things Narrative: Patrick enjoys trying new things and often experiments with new ways of doing things. Patrick's degree of enjoyment of experimentation is sufficient for this job.	8.2						0
Flexible: The tendency to easily adapt to change Narrative: Patrick may tend to be only moderately comfortable with change and would prefer some time to adapt. Patrick's degree of flexibility is sufficient for this job.	4.6					•	
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)	6.8						0
Narrative: Assuming he/she has sufficient job-related knowledge, Patrick will often take appropriate actions when given a significant amount of independence from supervision. Patrick's level of ability to handle autonomy is sufficient for this job.							
Open / reflective: The tendency to reflect on many different viewpoints	F 0						6
Narrative: Patrick probably only moderately enjoys reflecting on different ideas and opinions. Patrick's degree of enjoyment of reflecting on different ideas and opinions is sufficient.	5.3						
Optimistic: The tendency to believe the future will be positive							
Narrative: Patrick may tend to be only moderately optimistic and cheerful. Patrick may need to adjust his/her attitude to be more positive when it comes to dealing with staff and co-workers. Patrick's degree of optimism is sufficient for this job.	4.8						
Organized: The tendency to place and maintain order in an environment or situation							
Narrative: Patrick tends to be moderately well organized. Patrick's degree of being organized is sufficient for this job.	6.1						
Persistent:							
The tendency to be tenacious despite encountering significant obstacles  Narrative: Patrick generally tends to persevere with a task. when obstacles occur. Patrick's degree of enjoyment of persistence is sufficient for this job.	6.7						
Planning: The tendency to formulate ideas related to the steps and process of	8.1						•
accomplishing an objective  Narrative: Patrick enjoys planning and probably tends to do it often.  Patrick's degree of enjoyment of planning is sufficient for this job.							



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Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.	Patrick'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 Narrative: Patrick usually prefers not to perform precision tasks. He/She prefers not to be in a role that continually requires precision and may at times lack attention to detail. Patrick's degree of enjoyment of precision tasks will probably have a somewhat negative impact on job satisfaction and/or performance.	3.5				6	)	
Self-improvement: The tendency to attempt to develop or better oneself Narrative: Patrick has a very strong intention to improve himself/herself. Patrick's level of interest in self-improvement is sufficient for this job.	9.5						<b>©</b>
<b>Team:</b> The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so) Narrative: Patrick usually enjoys working in a team. Patrick's degree of	7.2						0
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 Narrative: Patrick tends to analyze the potential difficulties of plans and strategies. Therefore, Patrick is likely to be reasonably mindful when it comes to making strategic decisions. Patrick's degree of enjoyment of analyzing potential difficulties is sufficient.	7.1						0
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Patrick generally likes to have decision-making authority and is willing to accept responsibility. Patrick's degree of enjoyment of having decision-making authority is sufficient for this job.	7.4						<b>©</b>
Manages Stress Well:  The tendency to deal effectively with strain and difficulty when it occurs  Narrative: Patrick may sometimes have a little difficulty managing stress.  Patrick's level of ability to manage stress will probably have a slightly negative impact on job satisfaction and/or performance.	3.5					6	
Influencing: The tendency to try to persuade others  Narrative: Patrick has a moderate tendency to persuade or influence others. Although Patrick may not shy away from trying to influence staff, co-workers and clients, it is probably not his/her first choice in activities. Patrick's degree of enjoyment of influencing is sufficient for this job.	6.3						9



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Desirable traits (in order of importance)			Nega	tive lı	mpact	•	<b>←</b>
Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.	Patrick's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules	4.5						9
Narrative: Patrick prefers only a moderate amount of pressure of deadlines and tight schedules. Patrick's degree of tolerance of pressure is sufficient for this job.							
Warmth / empathy: The tendency to express positive feelings and affinity toward others	3.5						
Narrative: Patrick may be quite moderate in expressing warmth and empathy. Patrick's degree of expressing warmth and empathy will probably have a slightly negative impact on job satisfaction and/or performance.	3.3						
Enlists Cooperation: The tendency to invite others to participate in or join an effort	6.0						0
Narrative: Patrick usually enjoys enlisting the co-operation of others.  Patrick's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.	6.9						
<b>Selling:</b> The interest in convincing or influencing others to purchase a product or service	4.0						•
Narrative: Patrick has little interest in any aspect of selling. Patrick's level of interest in some aspects of selling is sufficient.							
<b>Teaching:</b> The enjoyment of instructing, training, or educating others Narrative: Patrick is very interested in teaching or instructing others.	8.7						•
Patrick's level of interest in teaching or instructing others is sufficient for this job.							
Collaborative: The tendency to collaborate with others when making decisions Narrative: Patrick usually enjoys collaboration and is generally willing to	6.6						0
collaborate with others with regard to making important decisions.  Patrick's degree of enjoyment of collaborating is sufficient for this job.							
Traits to avoid (in order of importance)			Nega	tive lı	mpact	•	<b>←</b>
Traits to avoid are traits in which high scores can hinder performance.	Patrick's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<b>Dogmatic:</b> The tendency to be certain of one's own opinions while at the same time							Q
not open to different ideas Narrative: Patrick probably does not have a significant degree of being	0.0						
dogmatic. Patrick's degree of being dogmatic will NOT hinder performance.							



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Harrison Assessme	ents S	Suit	abil	ity			
Traits to avoid (in order of importance)			Nega	tive Ir	npact	•	+
Traits to avoid are traits in which high scores can hinder performance.	Patrick's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
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: Patrick probably does not have a significant degree of defensiveness. Patrick's degree of defensiveness will NOT hinder performance.	0.0						6
Fast But Imprecise: The tendency to be productive but not paying sufficient attention to detail Narrative: Patrick probably does not have a significant degree of being fast but imprecise. Patrick's degree of being fast but imprecise will NOT hinder performance.	0.0						0
Precise But Slow: The tendency to be exact but not paying sufficient attention to productivity Narrative: Patrick probably does not have a significant degree of focusing on details to the extent of slowing productivity Patrick's degree of being precise but slow will NOT hinder performance.	0.0						0
Rigidly Meticulous: The tendency to focus so strongly on details that one tends to have difficulty adapting to changes  Narrative: Patrick probably does not have a significant degree of being rigid related to details and precision. Patrick's degree of being rigidly meticulous will NOT hinder performance.	0.0						•
Blunt: The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Patrick probably has a strong tendency to be blunt. Patrick may unnecessarily be disruptive or create employee turnover as a result of his/her communication style unless this tendency is monitored. Patrick's degree of being blunt will probably have a slightly negative impact on job satisfaction and/or performance.	6.1					6	
Dominating: The tendency to be assertive with one's own needs while failing to respond to other people's needs  Narrative: Patrick probably does not have a significant degree of being dominating. Patrick's degree of being dominating will NOT hinder performance.	0.0						•
Rebellious Autonomy:  The tendency to attempt to gain freedom from authority without taking sufficient and appropriate initiative  Narrative: Patrick probably has only a very slight tendency to want autonomy with taking sufficient initiative. Patrick's degree of rebellious autonomy will NOT hinder performance.	2.0						6



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#### **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

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

What level of skill do you have using Microsoft

 None - I have not used Microsoft Word NOTES:

NOTES:

NOTES:



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#### **Eligibility** Beginner - I am comfortable Word? 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 NOTES: None - I have not used What skill level do you have using Microsoft **Microsoft PowerPoint** 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



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#### **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. NOTES: I have not worked for any How many companies have you worked for as a companies, as an employee, full-time employee during the past 3 years? 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: $\circ$ No Have you achieved a 2 full years of university or college? Yes



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	Eligibility	
Have you achieved a Bachelor's Degree?	<ul><li>No</li><li>Yes</li></ul>	NOTES:
Have you achieved a Bachelor's Degree in Communications?	<ul><li>No</li><li>Yes</li></ul>	NOTES:
Have you achieved a Bachelor's Degree in Any Art & Design Related Subject?	<ul><li>No</li><li>Yes</li></ul>	NOTES:
How many years of full-time experience do you have in graphic design as a key element of your job?	<ul> <li>Zero to 3 months</li> <li>3 to 11 months</li> <li>1 year</li> <li>2 years</li> <li>3 years</li> <li>4 years</li> <li>5 years</li> <li>6 years</li> <li>7 years</li> <li>8 to 9 years</li> <li>10 or more years</li> </ul>	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.	<ul> <li>Zero to 3 months</li> <li>3 to 11 months</li> <li>1 year</li> <li>2 years</li> <li>3 years</li> <li>4 years</li> <li>5 years</li> <li>6 years</li> <li>7 years</li> <li>8 to 9 years</li> <li>10 to 11 years</li> <li>12 to 14 years</li> <li>15 or more years</li> </ul>	NOTES:



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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. Patrick's consistency score is 76 which indicates that Patrick is 95.2% consistent in answering the questionnaire. This indicates a high likelihood that Patrick was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Diplomatic	○ Ideal
Dipiomatic	<ul><li>Excellent</li></ul>
Give me an example of you interacting with co-workers in a	○ Good
tactful or diplomatic manner in a work situation that required tactfulness. How did you feel about it?	○ Average
Look For	○ Mediocre
Patrick's enjoyment of being tactful, his/her comfort with	○ A Little Lacking
being tactful, and especially the degree of tactfulness he/she	○ Somewhat Lacking
exhibited. The more Patrick has of this trait, the more likely he/she will perform well.	○ Lacking
Thorse will porterin woll.	○ Very Lacking
	<ul><li>Extremely Lacking</li></ul>
	○ Unacceptable
Systematic	○ Ideal
Systematic	<ul><li>Ideal</li><li>Excellent</li></ul>
Tell me a recent example of a project in which you	0 1404
Tell me a recent example of a project in which you systematically thought through all the relevant steps	<ul><li>Excellent</li></ul>
Tell me a recent example of a project in which you	<ul><li>Excellent</li><li>Good</li></ul>
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	<ul><li>Excellent</li><li>Good</li><li>Average</li></ul>
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  Patrick's enjoyment of being systematic, the quality of his/her	<ul> <li>Excellent</li> <li>Good</li> <li>Average</li> <li>Mediocre</li> </ul>
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  Patrick's enjoyment of being systematic, the quality of his/her examples, and his/her ability to systematically proceed	<ul> <li>Excellent</li> <li>Good</li> <li>Average</li> <li>Mediocre</li> <li>A Little Lacking</li> </ul>
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  Patrick's enjoyment of being systematic, the quality of his/her	<ul> <li>Excellent</li> <li>Good</li> <li>Average</li> <li>Mediocre</li> <li>A Little Lacking</li> <li>Somewhat Lacking</li> </ul>
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  Patrick's enjoyment of being systematic, the quality of his/her examples, and his/her ability to systematically proceed toward the objective. The more Patrick has of this trait, the	<ul> <li>Excellent</li> <li>Good</li> <li>Average</li> <li>Mediocre</li> <li>A Little Lacking</li> <li>Somewhat Lacking</li> <li>Lacking</li> </ul>



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#### **Suitability** ○ Ideal Takes Initiative Excellent Give me an example of a time when you perceived a need in Good your organization and took steps to fulfill that need without Average being asked to do so. Mediocre Look For... A Little Lacking Patrick's degree of initiative and appropriateness of initiative. The more Patrick has of this trait, the more likely he/she will Somewhat Lacking perform well. Lacking Very Lacking Extremely Lacking Unacceptable Ideal Helpful Excellent Describe a recent work situation in which you responded to a Good co-worker's needs or supported a co-worker to achieve Average his/her goals. Mediocre Look For... A Little Lacking Patrick's enjoyment of helping a co-worker, and especially the degree of helpfulness he/she exhibited. The more Patrick Somewhat Lacking has of this trait, the more likely he/she will perform well. Lacking Very Lacking Extremely Lacking Unacceptable Ideal Wants Challenge Excellent Tell me an example of you being motivated by a challenging Good goal or project. What challenges do you want to pursue in the Average next few years? Mediocre Look For... A Little Lacking The degree of difficulty of the goal, Patrick's degree of motivation related to challenges, and especially the Somewhat Lacking relevance of the challenges to this position. The more Patrick Lacking has of this trait, the more likely he/she will perform well. Very Lacking Extremely Lacking

Unacceptable



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#### **Suitability** Ideal Writing / language Excellent In what ways have you demonstrated an interest in writing or Good language? Average Look For... Mediocre Patrick's interest in writing OR language, and a history of activity that demonstrates it. The more Patrick has of this A Little Lacking trait, the more likely he/she will perform well. Somewhat Lacking Lacking Very Lacking Extremely Lacking Unacceptable Ideal **Analytical** Excellent Tell me a time you enjoyed analyzing a problem and you Good were particularly effective. Average Look For... Mediocre Patrick's degree of enjoyment, the difficulty of the problem, A Little Lacking and the degree of resolution achieved. The more Patrick has of this trait, the more likely he/she will perform well. Somewhat Lacking Lacking Very Lacking Extremely Lacking Unacceptable Ideal Research / learning Excellent In what ways have you demonstrated your enjoyment of Good researching or learning new information? Average Look For... Mediocre Patrick's enjoyment of gathering and/or learning new A Little Lacking information and a history of activity that demonstrates it. The more Patrick has of this trait, the more likely he/she will Somewhat Lacking perform well. Lacking Very Lacking Extremely Lacking Unacceptable **Overall Notes/Score**



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# Suitability

**Overall Notes/Score** 



#### **How To Attract This Candidate**

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This report identifies the key leverage points for Patrick that will help you to convince Patrick 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. Patrick's consistency score is 76 which indicates that Patrick is 95.2% consistent in answering the questionnaire. This indicates a high likelihood that Patrick 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**

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

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

Patrick has a very strong desire for a stable career. Patrick will be attracted to work for your company if he/she believes that it will provide stable, long-term employment. If that is the case, explain it to him/her.

#### **Important Factors to Consider**

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

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

#### Other Possible Factors to Consider

Patrick has a fairly strong desire to be recognized for his/her abilities. If your organization or his/her potential supervisor is good at giving recognition, explain to him/her how it is the case.

Patrick values on having autonomy. Explain the ways in which this position might offer autonomy.