



Better Insight, Better Decisions, Better Employees

## HARRISON ASSESSMENTS

### SAMPLE REPORTS



**Prepared by Pathfinders CTS, Inc.**  
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***Leslie Rose and Michael McDonald  
Pathfinders CTS, Inc., Liverpool, NY  
CPI Partner since 2006.***

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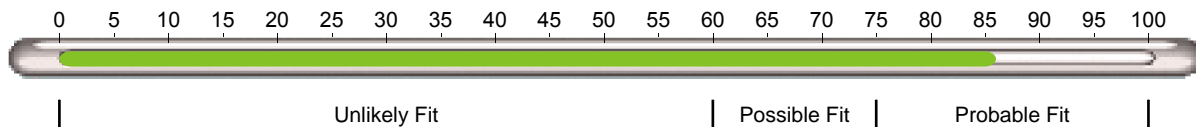
## Harrison Assessments Suitability

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, 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. Leslie's consistency score is 100 which indicates that Leslie is 100.0% consistent in answering the questionnaire. This indicates a high likelihood that Leslie was truthful, accurately self-aware, and able to concentrate on the questionnaire.

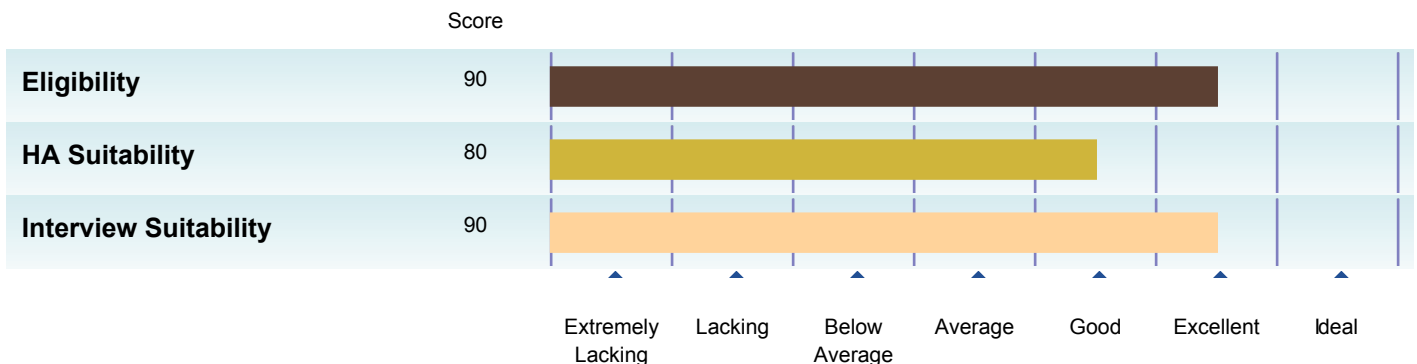
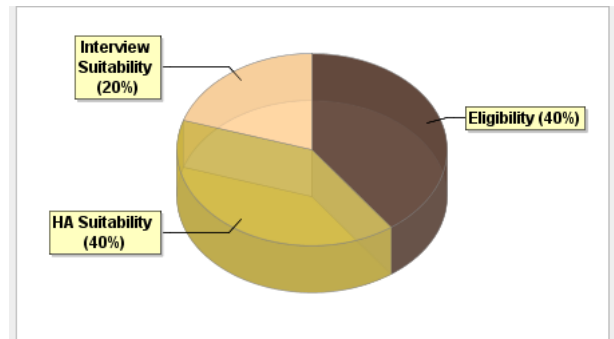
### Overall Percentage of Job Fit = 86%



**Eligibility (40%):** Your selected weighting for this assessment is 40%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

**HA Suitability (40%):** Your selected weighting for this assessment is 40%. 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 Leslie during the interview using the Harrison Assessments interview guide.




## Harrison Assessments Suitability



Essential traits (in order of importance)	Negative Impact ← → Positive Impact											
	Leslie's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Wants Challenge:</b> The willingness to attempt difficult tasks or goals Narrative: Leslie is moderately motivated by challenging tasks or projects but may prefer 'incremental' challenges. Leslie's degree of drive to achieve challenging objectives is sufficient for this job.	6.2											
<b>Takes Initiative:</b> The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: Leslie very often tends to take initiative. This initiative will help her to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Leslie's degree of initiative will probably have a somewhat positive impact on job satisfaction and/or performance.	8.8											
<b>Persistent:</b> The tendency to be tenacious despite encountering significant obstacles Narrative: Leslie may tend to be moderately persistent but prefers a position that does not require extensive persistence. Leslie's degree of enjoyment of persistence is sufficient for this job.	6.2											
<b>Enthusiastic:</b> The tendency to be eager and excited toward one's own goals Narrative: Leslie tends to be very enthusiastic about her goals. If Leslie's goals are in alignment with the organization's objectives, she will probably have a strong drive to achieve those objectives. Leslie's degree of enthusiasm for her goals will probably have a somewhat positive impact on job satisfaction and/or performance.	8.6											
<b>Optimistic:</b> The tendency to believe the future will be positive Narrative: Leslie tends to be very optimistic and cheerful. Leslie's positive attitude will be very beneficial when dealing with staff and co-workers. Leslie's degree of optimism will probably have a somewhat positive impact on job satisfaction and/or performance.	8.9											
<b>Self-improvement:</b> The tendency to attempt to develop or better oneself Narrative: Leslie has a some interest in self-improvement. Leslie's degree of interest in self-improvement is sufficient for this job.	5.8											
<b>Influencing:</b> The tendency to try to persuade others Narrative: Leslie has a strong need to persuade or influence others. Assuming she has the right balance of other interpersonal traits, Leslie is likely to be very skillful in expressing her ideas to staff, co-workers, and/or clients. Leslie's degree of enjoyment of influencing others will probably have a somewhat positive impact on job satisfaction and/or performance.	9.7											

## Harrison Assessments Suitability

### Essential traits (in order of importance)

Essential traits are traits in which, in general, the higher the better the predicted performance.




 Negative Impact 
 Positive Impact

	Leslie's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Self-acceptance:</b> The tendency to like oneself ("I'm O.K. the way I am") Narrative: Leslie is fairly self-accepting. Leslie's degree of self-acceptance will probably have a slightly positive impact on job satisfaction and/or performance.	7.0											
<b>Outgoing:</b> The tendency to be socially extroverted and the enjoyment of meeting new people Narrative: Leslie enjoys meeting new people and is probably outgoing. Leslie's enjoyment of new people will probably have a slightly positive impact on job satisfaction and/or performance.	8.3											

### 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 

	Leslie's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<b>Certain:</b> The tendency to feel confident in one's opinions Narrative: Leslie is fairly certain of her opinions. Leslie's degree of certainty about her opinions is sufficient.	6.6						
<b>Assertive:</b> The tendency to put forward personal wants and needs Narrative: Leslie moderately puts forward her own needs. Leslie's degree of assertiveness is sufficient for this job.	5.3						
<b>Tolerance Of Bluntness:</b> The level of comfort related to receiving abrupt or frank communications from others Narrative: Leslie is fairly tolerant of people who are blunt. Leslie's degree of tolerance of bluntness is sufficient for this job.	6.7						

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

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


 Negative Impact 



	Leslie'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 not open to different ideas Narrative: Leslie probably does not have a significant degree of being dogmatic. Leslie's degree of being dogmatic will NOT hinder performance.	0.0						

## Harrison Assessments Suitability

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

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

**Negative Impact** 

	Leslie's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<b>Self-critical:</b> Disliking oneself in the context of self-improvement Narrative: Leslie probably does not have a significant degree of self-criticalness. Leslie's degree of self-criticalness will NOT hinder performance.	0.0						
<b>Blunt:</b> The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Leslie probably does not have a significant degree of being blunt. Leslie's degree of being blunt will NOT hinder performance.	0.0						

## 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. Leslie's consistency score is 100 which indicates that Leslie is 100.0% consistent in answering the questionnaire. This indicates a high likelihood that Leslie was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### 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, Leslie's degree of motivation related to challenges, and especially the relevance of the challenges to this position. The more Leslie has of this trait, the more likely she will perform well.

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

### Persistent

Tell me a time in which you demonstrated determination to overcome a difficult obstacle.

#### Look For...

The difficulty of the obstacle and the degree of determination demonstrated. The more Leslie has of this trait, the more likely she will perform well.

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

## Suitability

### Self-improvement

Tell me some examples of ways you are trying to improve yourself.

#### Look For...

Leslie's strength of intent to improve and the relevance of the examples to this position. The more Leslie has of this trait, the more likely she will perform well.

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

### Outgoing

Tell me a example of you enjoying meeting many new people. In what ways did you initiate the interactions?

#### Look For...

Leslie's degree of enjoyment related to meeting new people and the degree of interaction she initiated. The more Leslie has of this trait, the more likely she will perform well.

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

### Self-acceptance

Tell me something you particularly like about yourself.

#### Look For...

The significance of her example(s) and the degree of genuine self-acceptance she exhibited. The more Leslie has of this trait, the more likely she will perform well.

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



## Suitability

### Enthusiastic

Tell me your most important goals and how you feel about them.

#### Look For...

Leslie's clarity of the goals, her degree of achievement necessary to accomplish the goals, her degree of enthusiasm toward the goals, and especially the relevance of her goals to the position. The more Leslie has of this trait, the more likely she will perform well.

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

### Optimistic

Tell me a recent example of you believing your future will be positive.

#### Look For...

A genuine feeling of optimism. The more Leslie has of this trait, the more likely 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...

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

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

### Suitability

#### Influencing

Give me an example of a work situation in which you were particularly persuasive.

#### Look For...

Leslie's enjoyment of being persuasive, her comfort with being persuasive, and especially the degree of persuasiveness she exhibited. The more Leslie has of this trait, the more likely she will perform well.

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

#### Overall Notes/Score

The Group Screening Report contains a table that shows multiple profilees in relation to a specific template. The profilee names are listed in the left column. The traits are listed at the top of the columns beneath the ESSENTIAL, DESIRABLE, and AVOID headings, each are on a separate page. The heading of SCORES in the columns further right show the Consistency, Interviewing, Eligibility, Suitability, Overall, and Performance scores with their individual weightings. You can order the ranking in the Group Screening Report by clicking Consistency, Interviewing, Eligibility, Suitability, Overall, and Performance in the drop down list next to the Group Screening option.

Employee	Traits	ESSENTIAL									Scores					
		Wants Challenge	Takes Initiative	Persistent	Enthusiastic	Optimistic	Self-improvement	Influencing	Self-acceptance	Outgoing	Consistency	Eligibility 40% Weighting	Interviewing 20% Weighting	HA Suitability 40% Weighting	Overall	Performance
	Max	140	120	120	100	100	100	90	70	70	100	100	100	100	100	100
John Sabol		104	115	87	92	98	99	51	55	-16	96			79	79	0
Michael McDonald		96	82	66	100	93	77	58	68	34	100			81	81	0
Leslie McDonald		66	102	63	86	89	58	87	60	53	100	90	90	80	86	0
Jennifer Zingaro		139	93	111	89	84	46	-1	63	65	99			68	68	0
Debra Walker		78	68	100	97	95	77	76	68	69	98			80	80	0

		DESIRABLE			Scores					
		Traits	Assertive	Tolerance Of Bluntness	Certain	Consistency	Eligibility 40% Weighting	Interviewing 20% Weighting	HA Suitability 40% Weighting	Overall
Employee	Max	-110	-70	-130	100	100	100	100	100	100
John Sabol		-26	-9	0	96			79	79	0
Michael McDonald		0	0	0	100			81	81	0
Leslie McDonald		0	0	0	100	90	90	80	86	0
Jennifer Zingaro		-26	-18	-86	99			68	68	0
Debra Walker		-3	0	-68	98			80	80	0

		AVOID			Scores					
		Traits	Dogmatic	Self-critical	Blunt	Consistency	Eligibility 40% Weighting	Interviewing 20% Weighting	HA Suitability 40% Weighting	Overall
Employee	Max	-100	-95	-90	100	100	100	100	100	100
John Sabol		0	0	0	96			79	79	0
Michael McDonald		0	0	0	100			81	81	0
Leslie McDonald		0	0	0	100	90	90	80	86	0
Jennifer Zingaro		0	0	0	99			68	68	0
Debra Walker		0	0	0	98			80	80	0

This report identifies the key leverage points for Leslie that will help you to convince Leslie to work for your company.

Start with the most important factors at the top.

### Essential Factors to Consider

Leslie greatly enjoys brainstorming and will be more attracted to work for your company if Leslie believes she will have opportunities for brainstorming.

Leslie has a strong need to persuade or influence others. Leslie will be more attracted to work for your company if you explain in detail the opportunities she will have to influence management, co-workers, staff, or clients.

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

Leslie has a very strong desire to have employment that she perceives to be beneficial to society. To attract Leslie to work for your company, explain the ways in which she could help society through her work in this position.

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

### Important Factors to Consider

Leslie has a very optimistic and cheerful attitude. Leslie will be more attracted to work for your company if she believes that management and especially her supervisor will also have a positive attitude.

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

Leslie places a high value on having autonomy. Explain the ways in which this position might offer autonomy.

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

### Other Possible Factors to Consider

Leslie enjoys meeting new people and will be more motivated to work for you if Leslie believes she will have opportunities to do so.

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

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

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

This report enables Leslie's manager to better utilize her strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

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

## Essential Factors to Consider

- Leslie is likely to be very good at brainstorming. By engaging Leslie's ideas in formal or informal brainstorming, you will motivate her while at the same time generating some good ideas.
- Leslie greatly enjoys trying new things and frequently experiments with new ideas. Allowing her to try new projects or experiment with different approaches could be an excellent means of motivating or rewarding her.
- Provide Leslie with many opportunities to express her views and to influence others. Listen carefully, thank her for the ideas, and respond accordingly. Leslie is likely to continue to push her views until she gets her way and therefore, you may need to be firm if you elect not to go along with Leslie's ideas.
- Leslie has a very strong desire to be helpful.
- Provide opportunities to help others in order to motivate or reward her.
- Leslie has a very strong desire to have employment that she perceives to be of benefit to society. If possible, offer her projects that she would perceive to produce a result that is helpful to society.

## Important Factors to Consider

- Leslie's outlook is very optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Leslie very much enjoys opportunities to take initiative. To motivate or reward her, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Leslie may look for work elsewhere. Provide clear guidelines and examples of the type of initiative she is authorized to take. If Leslie has strong eligibility for this position, her initiatives are likely to be appropriate. However, if Leslie's experience and skills are in a developmental stage, you will need to monitor that she stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- Leslie is very enthusiastic about her goals.
- If Leslie is performing well, provide her with opportunities for greater autonomy.
- Ask Leslie about her goals. Try to gain a complete understanding of each of Leslie's major goals and acknowledge each major goal. Then discuss how Leslie's goals could be achieved in this position.
- Leslie probably has a strong tendency to be permissive. Leslie may have difficulty insisting her staff follow the rules or perform to their potential. Check into this possibility and if necessary support Leslie to be more enforcing.

## Other Possible Factors to Consider

- Wherever possible, provide Leslie with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Leslie's work, it could become a distraction.
- Leslie likes to have decision-making authority and is willing to accept responsibility. To motivate or reward Leslie, offer her opportunities for more responsibilities. If you wish to retain her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Leslie's skills and experience are sufficiently developed for each stage of increased authority.
- Leslie is motivated by opportunities for collaboration. You can also reward her with such opportunities.
- Leslie does not care much about having a capable leader and thus it is probably not essential to closely match her with a supervisor.

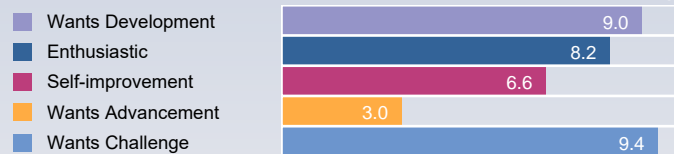
### Other Possible Factors to Consider

- Leslie prefers tasks or projects that are moderately challenging. To manage her well, you will need to provide 'incremental' challenges. Rather than overwhelming Leslie with projects that are too difficult, outline steps that are somewhat challenging.
- Leslie may sometimes want recognition, but in general does not care much about it.
- Leslie is motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Leslie's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and she has the experience and skills that are required.
- Leslie is likely to be reasonably mindful when it comes to making strategic decisions.

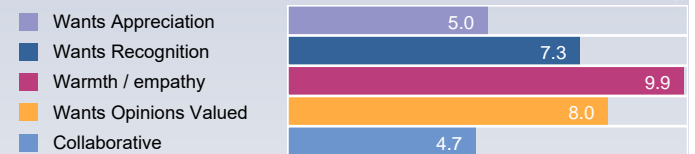
This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood the answers were truthful, accurately self-aware, and completed with sufficient concentration.

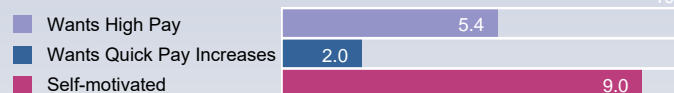
## Development Expectations



## Appreciation Expectations



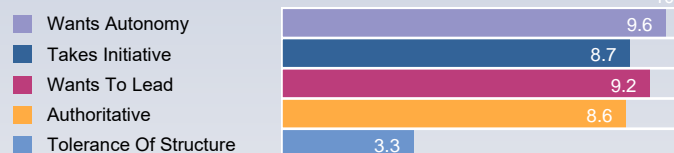
## Remuneration Expectations



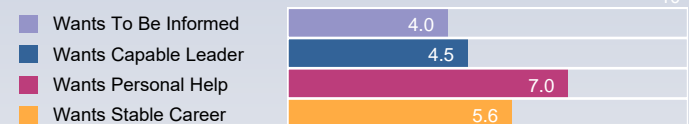
## Communication Expectations



## Authority Expectations



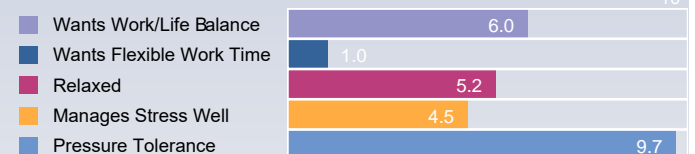
## Personal Expectations



## Social Expectations



## Work Life Balance Expectations





## Development Expectations

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

### Development Expectations includes the following traits:

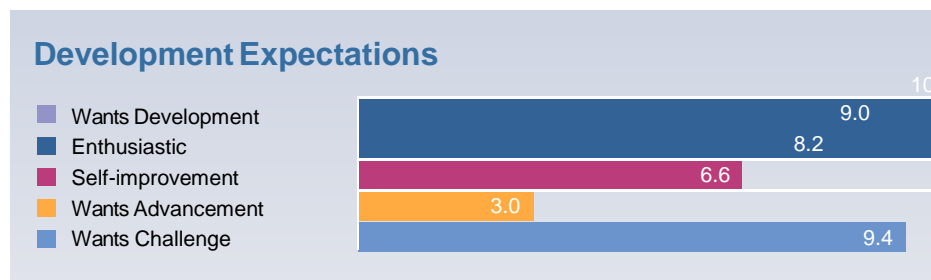
**Wants Development:** The desire to have work opportunities to learn new skills or increase abilities

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

**Self-improvement:** The tendency to attempt to develop or better oneself

**Wants Advancement:** The desire to have work opportunities to expand one's career or responsibilities

**Wants Challenge:** The willingness to attempt difficult tasks or goals



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

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

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

**Note: This example is one of 8 expanded reports that offer detailed explanation of each expectation category introduced on the overview, on the previous page.**

The Harrison system has a unique way of identifying your special strengths. It measures 175 traits and identifies your highest priorities and values - where you invest yourself and what you love doing the most. When you are able to use these key strengths, your career is more fulfilling and more successful.

Some of the strengths described are paradoxical pairs of traits where two strengths seem to be opposite or contradictory, but in fact are complementary or synergistic. Paradoxical strengths describe a unique ability which enables you to be more versatile and to respond more effectively to a variety of different situations in your life or in your work. For example, frankness and diplomacy reflects a paradoxical pair of traits. While the two traits appear to be opposite, they are actually complementary. If you are both frank and diplomatic, you communicate truthfully and respectfully. This unique ability enables you to build relationships while at the same time getting things done.

If you are currently a job seeker, being able to clearly verbalize your strengths can help you to get the job you are seeking. Consequently, we recommend that you reflect on the strengths below as well as your achievements that were the result of applying these strengths. This will enable employers to better understand how your unique strengths can create value for their organization.

If you are currently employed, look for ways you can further apply these strengths in your current job. The more you can apply your strengths the more likely you will achieve personal satisfaction and career success.

If you spend effort building on your strengths, it is much more likely to help your career than if you focus on your weaknesses. Strengths relate to enjoyable patterns of thought and behavior which can be productively applied. These are refined with practice and combined with skills and knowledge that you acquire. Consequently, these strengths are the most powerful means you have of moving your career forward.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 100 which indicates that you were 100.0% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.

Disclaimer: This report is based on more than 20 years of research and applied application in more than 60 countries. Although the algorithms that derive the information have proven to be accurate, every statement is not necessarily correct. Harrison Assessments Int'l, and its associated companies do NOT accept any liability of any kind including negligence related to the accuracy or the use of this information.

## Looking for Win-win Solutions

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

By being extremely helpful, you tend to establish good working relationships with your co-workers.

You very much want your work to provide a meaningful contribution to the world. When there is alignment with your organization's objectives, you will feel strong loyalty and motivation. Your benevolent intentions are very likely to inspire others.

## Building Affinity And Accountability

You tend to frequently express warmth and empathy.

You are outgoing and enjoy meeting and interacting with people. This can put others at ease and provide you with opportunities for networking that can benefit your career.

## Building Affinity And Accountability

You greatly enjoy persuading others toward your viewpoint. This can be very useful for selling your ideas or managing others.

## Making Thoughtful Conclusions

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

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain about your ideas, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be extremely thoughtful and well considered.

## Achieving Innovation

You love to try new things and tend to do a great deal of experimenting with new ways of doing things.

You are likely to produce original ideas. Your moderate level of persistence combined with your extremely high level of willingness to try new things enables you to be inventive. Your creativity can be extremely useful when starting in a new direction, taking on a new project, or doing something that has not been done before. You tend to be on the cutting edge of discovery.

## Striving for Achievement

You can work very well on your own without much supervision.

You have a very clear idea about what you want and you are very motivated by a job that helps you to achieve those goals.

## Being Adaptive And Organized

Your tendency to be reasonably organized enables you to create order in most situations. Your tendency to be extremely flexible enables you to create structure and order that is easily adaptable to change. When circumstances change, you rapidly adjust to meet the new requirements by creating a different order. As a result you are usually able to be effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted.

## Keeping A Positive Outlook

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

Your very positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your tendency to analyze potential problems provides insight into things that could hinder your success. Being both optimistic and mindful helps you to have a reasonably clear and balanced view of situations and strategies. You tend to visualize a positive future while being reasonably mindful of obstacles.

## Communicating Considerately And Truthfully

You have a special ability to be direct and straightforward while at the same time being tactful. You can be either diplomatic or frank as the situation requires. Your high level of frankness combined with your very high level of

### Communicating Considerately And Truthfully

diplomacy helps you to resolve most misunderstandings and maintain positive working relationships. Your authentic and respectful approach to communicating fosters better working relationships.

### Logically Solving Problems

Even though you tend to be very intuitive, you also usually tend to be logical. As a result, you are probably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This gives you a very good insight into situations and problems.

### Engaging In Participative Management

You enjoy collaboration and are quite willing to collaborate with others with regard to important decisions.

Your willingness to accept decision-making authority combined with your tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation.

You are willing to undertake leadership responsibility.

Welcome to the Harrison Career Guide! The Harrison Career Guide is a valuable tool for starting, changing, or developing your career. It measures 175 factors including your task preferences, motivations, work environment preferences, interests, and interpersonal preferences.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 100 which indicates that you were 100.0% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.

Disclaimer: This report is based on more than 20 years of research and applied application in more than 60 countries. Although the algorithms that derive the information have proven to be accurate, every statement is not necessarily correct. Harrison Assessments Int'l, and its associated companies do NOT accept any liability of any kind including negligence related to the accuracy or the use of this information.

## Your Task Preferences

The following are tasks you find enjoyable. It would be beneficial to have a career that involves doing most of these tasks (listed in order of importance):

- Doing something that helps others or society
- Influencing others
- Thinking about and trying new ways to do things
- Making presentations to groups
- Meeting and interacting with new people
- Teaching

The following are tasks you tend to dislike. It would be beneficial if your career involves doing little of these tasks (listed according to greatest dislike first):

- Fixing or repairing something
- Doing tasks that need to be done precisely
- Building or making something
- Driving a vehicle
- Doing physical work

## Your Interests

The following are interests that are important to you. It could be beneficial to incorporate some of these interests into your career:

- Food
- Finance or Business
- Travel
- Writing or Language

The following are areas in which you lack interest. It would be beneficial to avoid these areas as central aspects of your career:

- Sports

## Your Interests

- Electronics
- Plants

## Your Preferred Work Environment

You need to avoid a position that requires sitting for long periods with no opportunity to get up and move around.

You need to avoid a position that requires standing for long periods.

You need to avoid a position that involves a great deal of repetitive and monotonous tasks.

You need to avoid a position that involves working with the general public.

You will work best in a quiet working environment.

## Your Interpersonal Skills

Generally, you have a very optimistic and positive attitude. This will support your career development. However, you may also be experiencing some tension related to work. However, you are moderately able to deal with stress when it occurs.

You would work best in a career that involves a lot of interaction with people. You are forthright or frank. You are very capable of being tactful. Your ability to be tactful and direct at the same time enables you to maintain good communication in your working relationships. This should help your career and enable you to work more effectively with others. You are moderately able to put forward your own needs. You are extremely helpful and conscious of others' needs. This is reasonably balanced and will help you to have positive interactions with others. You are reasonably self-accepting. You tend to be tolerant of people who are blunt. You are outgoing. Thus you would enjoy a career that involves meeting new people. You enjoy trying to influence others. You are extremely empathetic and warm, however you may at times become overly emotional. Your warm-heartedness will enable you to influence others more successfully.

Overall, your interpersonal skills are good and these skills will be an asset in your career.

## Your Motivation

You are self-motivated and you will probably succeed in you career; especially if you choose a career you enjoy. You take a great deal of initiative. You prefer moderately challenging work, and you are very clear and enthusiastic about your goals. You want a great deal of autonomy in your work.

You are highly motivated by (listed in the general order of importance):

- A chance to have authority for making decisions
- A chance to take initiative
- An opportunity to do something worthwhile for society
- An opportunity to be in a leadership position
- An opportunity to achieve your goals

## Your Motivation

You will probably be demotivated by (listed in the general order of importance):

- Having to work closely with a supervisor
- Goals unrelated to your own

## Your Decision-making

You enjoy analyzing facts and decisions, and you are willing to assume decision-making authority. You are willing to collaborate with others with regard to making decisions. You are intuitive and you use this intuition very often for making decisions.

You are moderately willing to take risks, and you are very optimistic about the outcome. You generally analyze the potential difficulties of plans and strategies, making it more likely that once you come to a decision you will have thought through the important issues.

You normally approach decisions with an extremely open and reflective mind, but you have reasonably strong opinions. When making decisions, you nearly always prefer to try a fresh new approach. You have some interest in planning, but you prefer not to spend much time focusing on details. You may not be very systematic in your approach to plans and decisions. You usually take a moderate amount of time when making decisions.

## Your Leadership

Your very clear goals, combined with your strong enthusiasm, will probably enable you to articulate an explicit vision that will motivate others. You are interested in being in a leadership position. You prefer goals that are moderately challenging, however, your goals are clear. Also, your optimism could also help you motivate others. Your vision or goal genuinely includes benefiting others or society. In this respect, you are more likely to gain a wider support and acceptance. You have a natural tendency to try to influence others, and you give significant importance to trying to enlist the cooperation of others. This will probably enable you to obtain good cooperation from others. You are comfortable making presentations to groups and this could be an excellent means of facilitating your leadership.

You are self-motivated. This is necessary to succeed in a leadership position. You tend to take a great deal of initiative. Consequently you are more likely to be successful in a career and as a leader. However, you may feel tired of having to struggle with obstacles. You tend to be well organized. This could help you to organize the efforts of other people. You will tend to create a reasonably unstructured organization. You tend to be flexible and adaptable to changes. You are progressive and innovative. This will surely benefit your leadership.

You have a moderate intention to improve yourself. In order to develop as a leader, you will probably need to strengthen that intention. Doing so will also enable you to set a good example for others. You are reasonably self-accepting. This could be a beneficial trait for leadership.

You don't care much about working for a capable leader, and you want a great deal of autonomy in your work. This is normal for a leader.

In general, you have reasonably good interpersonal skills which will be of assistance to you in a leadership role. Your ability to mix and interact directly with the people working under you will enable you to gain a better perspective of your organization. You are extremely empathetic and warm which could be beneficial to your leadership. You are usually willing to enforce rules when necessary, but may at times prefer not to do so. Your ability to be direct and tactful at the



### Your Leadership

same time will increase the loyalty and motivation of the people you lead. You have a participatory style of leadership that is motivating to those you lead and facilitates their development. Your open-mindedness will help you gain respect. You want others to be truthful, but you only want to be told when it is said very diplomatically. Your willingness to enlist the cooperation of others is a sign of respect for them.



This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behavior.

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### Keyword Descriptions

#### Strongest Traits

Open minded  
Has creative ideas  
Helpful  
Idealistic  
Warm  
Flexible

#### Strong Traits

Optimistic  
Intuitive  
Diplomatic  
Self-sacrificing  
Takes initiative  
Wants autonomy  
Enthusiastic about goals

#### Reasonably Strong Traits

Outgoing  
Willing to make decisions  
Enjoys collaborating  
Frank  
Can be somewhat tense  
Likes to lead  
Self-motivated

### Summary Descriptions

Leslie's task preferences are (in order of preference): doing something that helps others or society, influencing others, thinking about and trying new ways to do things, making presentations to groups, meeting and interacting with new people, and teaching. Leslie prefers to avoid the following tasks (listed according to greatest dislike first): fixing or repairing something, doing tasks that need to be done precisely, building or making something, driving a vehicle, and doing physical work. Leslie would be interested in work that involves food, finance/business, travel, and writing/language. Leslie lacks interest in sports, electronics, and plants. Leslie needs a work environment that involves the opportunity to occasionally get up and move around, few repetitive and monotonous tasks, and a quiet setting.

Generally, Leslie has a very optimistic and positive attitude. Leslie is forthright or frank. Leslie is very capable of being tactful. Leslie is extremely helpful and conscious of others' needs. This is reasonably balanced and will help her have positive interactions with others. Leslie is outgoing. Thus Leslie would enjoy a position that involves meeting new people. Leslie enjoys trying to influence others. Leslie is extremely empathetic and warm, however Leslie may at times become overly emotional. Her warm-heartedness will enable her to influence others more successfully. Leslie tends to be reasonably open-minded, making it easier to communicate with people who have different ideas. There are some interpersonal areas in which she could improve. Leslie may tend to be a little self-sacrificing at times.

Leslie is highly motivated by a chance to have authority for making decisions, a chance to take initiative, an opportunity to do something worthwhile for society, an opportunity to be in a leadership position, and an opportunity to achieve her goals. She is demotivated by having to work with a supervisor who does not offer a significant amount of autonomy, and goals unrelated to her own.

Leslie enjoys analyzing facts and situations. Leslie is comfortable in a decision-making role. Leslie is willing to collaborate with others with regard to making decisions. Leslie has a good balance between accepting responsibility for

**Summary Descriptions**

decisions and collaborating with others. Leslie is optimistic about the outcome of risks. Leslie normally approaches decisions with an extremely open and reflective mind. When making decisions, Leslie prefers to try a fresh new approach. Leslie has some interest in planning.

The report lists Leslie'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 Leslie's performance.

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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 Leslie's scores.

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

Trait	Leslie's Score	Description
Cause Motivated	9.9	The tendency to be motivated to help society
Experimenting	9.8	The tendency to try new things and new ways of doing things
Open / reflective	9.8	The tendency to reflect on many different viewpoints
Influencing	9.7	The tendency to try to persuade others
Flexible	9.7	The tendency to easily adapt to change

#### Strengths and Preferred Focus - Leslie's potential strength and preferred focus

Trait	Leslie's Score	Description
Helpful	9.6	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	9.5	The tendency to express positive feelings and affinity toward others
Diplomatic	9.1	The tendency to state things in a tactful manner
Wants Autonomy	9.0	The desire to have freedom or independence from authority
Optimistic	8.9	The tendency to believe the future will be positive
Takes Initiative	8.8	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Intuitive	8.7	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Enthusiastic	8.6	The tendency to be eager and excited toward one's own goals
Authoritative	8.3	The desire for decision-making authority and the willingness to accept decision-making responsibility
Outgoing	8.3	The tendency to be socially extroverted and the enjoyment of meeting new people
Enlists Cooperation	8.2	The tendency to invite others to participate in or join an effort
Wants To Lead	7.8	The desire to be in a position to direct or guide others
Self-motivated	7.8	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Collaborative	7.7	The tendency to collaborate with others when making decisions
Frank	7.6	The tendency to be straightforward, direct, to the point, and forthright

### Traits

#### Acceptable Areas - Leslie's moderate strengths and preferences

Trait	Leslie's Score	Description
Organized	7.4	The tendency to place and maintain order in an environment or situation
Analyzes Pitfalls	7.2	The tendency to scrutinize potential difficulties related to a plan or strategy
Wants Diplomacy	7.1	The desire for others to be tactful
Self-acceptance	7.0	The tendency to like oneself ("I'm O.K. the way I am")
Tolerance Of Bluntness	6.7	The level of comfort related to receiving abrupt or frank communications from others
Wants Frankness	6.7	The desire for others to be direct, straightforward, and to the point
Certain	6.6	The tendency to feel confident in one's opinions
Analytical	6.5	The tendency to logically examine facts and situations (not necessarily analytical ability)
Wants Stable Career	6.3	The desire for long-term or permanent employment
Persistent	6.2	The tendency to be tenacious despite encountering significant obstacles
Wants Challenge	6.2	The willingness to attempt difficult tasks or goals
Risking	6.0	The tendency to feel comfortable with business ventures that involve uncertainty
Self-improvement	5.8	The tendency to attempt to develop or better oneself
Planning	5.6	The tendency to formulate ideas related to the steps and process of accomplishing an objective

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

Trait	Leslie's Score	Description
Manages Stress Well	5.4	The tendency to deal effectively with strain and difficulty when it occurs
Assertive	5.3	The tendency to put forward personal wants and needs
Wants Recognition	5.3	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Wants High Pay	5.2	The desire to earn greater remuneration
Tempo	4.7	The enjoyment of work that needs to be done quickly
Comfort With Conflict	4.5	The tendency to be comfortable with confrontation or strife
Wants Capable Leader	4.3	The desire to have a leader one perceives to be capable
Relaxed	4.2	The tendency to feel at ease or calm while working
Systematic	3.7	The enjoyment of tasks that require carefully or methodically thinking through steps.
Tolerance Of Structure	3.5	The tolerance of following rules, schedules, and procedures created by someone else
Enforcing	3.5	The tendency to insist upon necessary rules being followed

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

Trait	Leslie's Score	Description
Precise	3.3	The enjoyment of work that requires being exact and the tendency to be detail oriented

### Task Preferences

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

Task Preference	Leslie's Score	Description
Public Speaking	8.8	The enjoyment of presenting or articulating information to groups of people
Teaching	7.5	The enjoyment of instructing, training, or educating others
Artistic	6.8	The enjoyment of making things look beautiful or attractive
Research / learning	6.4	The enjoyment of gathering and comprehending new information

### Task Preferences

Task Preference	Leslie's Score	Description
Computers	4.4	The enjoyment of working with electronic machines that calculate, store, or analyze information
Clerical	4.2	The enjoyment of tasks such as typing or filing or organizing information
Numerical	4.0	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Manual Work	3.8	The enjoyment of work that involves using one's hands
Building / making	3.0	The enjoyment of constructing or putting together anything
Driving	3.0	The enjoyment of operating a motor vehicle
Physical Work	2.8	The enjoyment of work that involves substantial bodily effort
Mechanical	2.4	The enjoyment of work that involves fixing or repairing something

### Interests

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

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

### Work Environment Preferences

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

Work Environment Preference	Leslie's Score	Description
Team	6.0	The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so)
Outdoors	5.9	The desire to work in an outside environment
Pressure Tolerance	4.7	The level of comfort related to working under deadlines and busy schedules
Public Contact	3.1	The tendency to feel comfortable with interacting directly with a wide range of people representative of general society
Sitting	2.5	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Noise	2.3	The tolerance of working in an environment that has loud or continuous sounds
Repetition	2.1	The tolerance of monotonous work: the same single activity is repeated over and over (e.g. assembly line)
Standing	2.0	The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around)

### Behavioral Competencies

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

Behavioral Competency	Leslie's Score	Description
Doesn't Need Structure	8.9	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)
Coaching	8.9	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Organizational Compatibility	8.8	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Innovative	8.7	The tendency to create new and more effective ways of doing things
Handles Autonomy	8.4	The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)
Provides Direction	8.4	The tendency to manifest the traits necessary for a leadership role
Handles Conflict	8.3	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
People Oriented	8.3	The tendency to have a balance of traits that would enable one to positively interact with others
Interpersonal Skills	8.3	The tendency to have a balance of traits that relate to effective interaction with others
Judgment (strategic)	7.7	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Receives Correction	7.6	The tendency to accept guidance intended to improve performance
Negotiating	7.4	The tendency to bargain in order to reach an beneficial agreement
Self-employed	7.4	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Tolerance Of Evasiveness	6.6	The level of comfort related to dealing with people who are indirect or lacking in frankness
Effective Enforcing	6.4	The tendency to skillfully correct others when they are violating rules or performing poorly

### Functions

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

Functions	Leslie's Score	Description
Customer Service - Friendly	9.3	This template is for a position in which the primary requirement is friendliness (not necessarily efficiency). It focuses on a variety of interpersonal skills related to serving customers. It also screens for personal honesty and at least a moderate level of motivation.
Sales - Cold Calling	8.0	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Supervisory	7.7	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 - Upper	7.6	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.
Management - Middle	7.4	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.
Technical	5.3	This template is specifically designed for a technical position. It focuses on analytical tendencies, organizational skills, and self-motivation. It also screens for a lack of interpersonal skills necessary for interacting with co-workers.
Administration - General	3.6	This position is specifically designed for a general administration role. It focuses on being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.

The Main Graph has 9 dimensions and enables you to easily see the interactions between traits. Within each dimension, there is a North, a South, a West and an East axis with a trait at each end. In the center of each dimension is a ZERO and each axis can extend to a value of 10 depending on the profilee's score.

Paradoxical traits appear on the North - South axis except for one dimension. The North trait of the Paradox is the Dynamic trait. The South trait is the Gentle trait of that Paradox. The two traits on the East - West axis are Supplementary to the Paradoxical traits in each . The exception is in the Decisions where there are two pairs of Paradoxial traits at North - South axis as well as East - West axis.

Six of the traits on the Main Graph are a combination of two or more sub-traits.

Problem Solving is a combination of ANALYTICAL and ANALYZES PITFALLS.

Takes Autonomy is a combination of TAKES INITIATIVE and WANTS AUTONOMY.

Self-Motivated is a combination of TAKES INITIATIVE, WANTS CHALLENGE and ENTHUSIASM.

Stress Management is a combination of MANAGES STRESS WELL and RELAXED.

Provides Direction is a combination of WANTS TO LEAD and INTERPERSONAL SKILLS.

Handles Conflict is a combination of COMFORT WITH CONFLICT and INTERPERSONAL SKILLS.

The scores of these sub-traits can be found in the Traits & Definitions Report.

Additionally there are three pairs of paradoxical traits that appear across dimensions.

RISKING and ANALYZES PITFALLS (in Problem Solving)

OPTIMISTIC and ANALYZES PITFALLS (in Problem Solving)

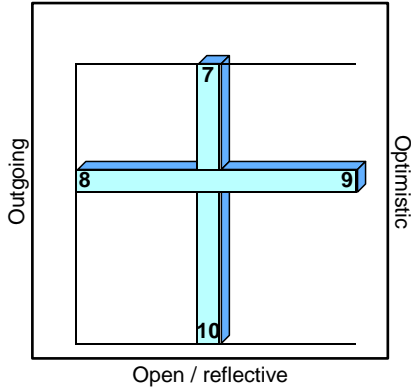
WARMTH/EMPATHY and ENFORCING

And one pair of cross dimension traits that are semi-paradoxical, TEMPO and PRECISE.

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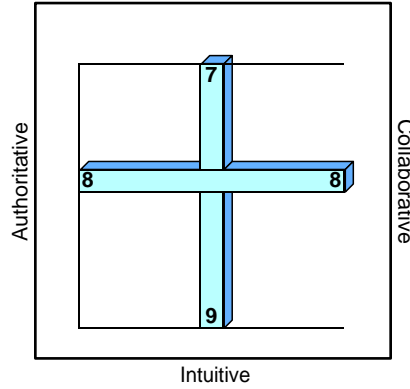
## OUTLOOK

Certain



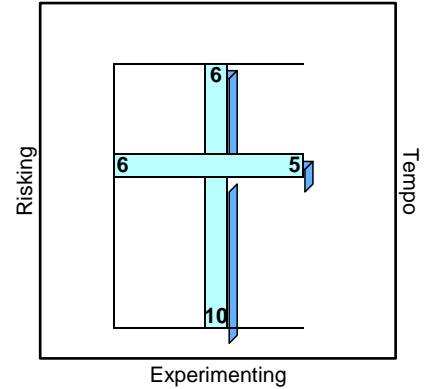
## DECISIONS

Problem Solving



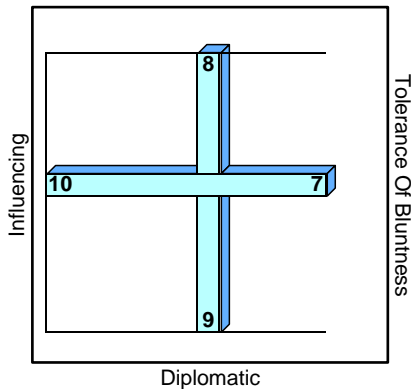
## INNOVATION

Persistent



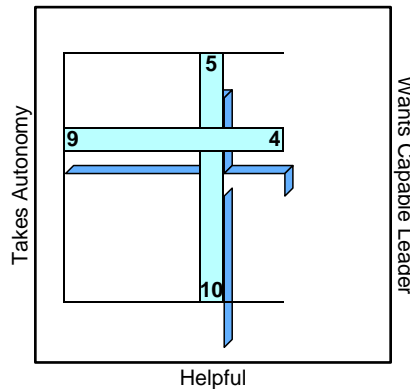
## COMMUNICATION

Frank



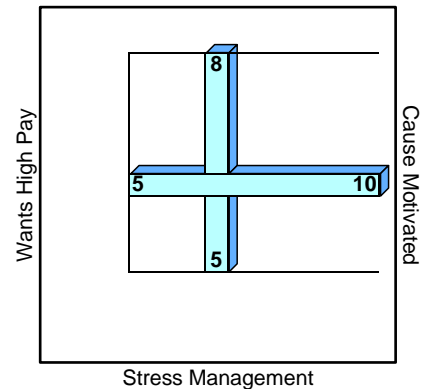
## POWER

Assertive



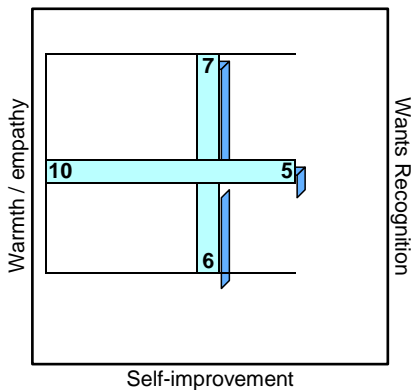
## MOTIVATION

Self-motivated



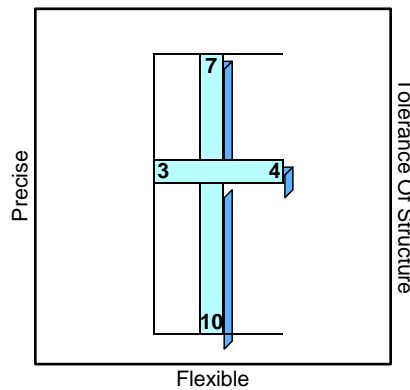
## SUPPORT

Self-acceptance



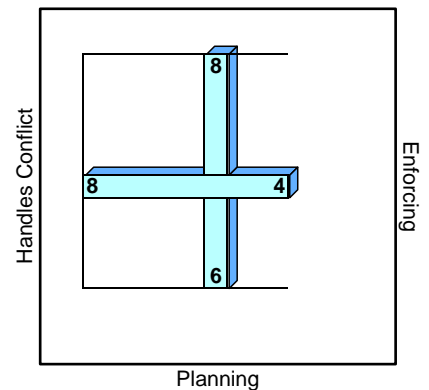
## ORGANIZATION

Organized



## LEADERSHIP

Provides Direction





**OUTLOOK**

Is reasonably self-certain but not over-confident.

Is extremely open-minded and reflective.

Has a good balance between sticking to opinions and being open-minded. Her beliefs are generally formed through considering many different viewpoints.

Is outgoing.

Is extremely comfortable making presentations to groups.

Is very optimistic.

**DECISIONS**

Has a natural tendency to analyze facts and situations.

Tends to analyze the potential difficulties of plans and strategies.

Is intuitive and uses this intuition very often for making decisions.

Is willing to assume decision-making authority.

Has a good balance between analyzing the potential difficulties of a plan or strategy and being optimistic about the results.

Is willing to collaborate with others with regard to making important decisions.

Has a good balance between accepting responsibility for decisions and collaborating with others.

**INNOVATION**

Tends to be moderately persistent and prefers a position that does not require extensive persistence.

Is extremely creative and progressive.

Is moderately willing to take risks.

Has a good balance between being willing to risk and analyzing those risks.

Likes to work at a moderate, steady pace.

**COMMUNICATION**

Is forthright, frank and to the point.

Is very capable of being tactful.

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

**COMMUNICATION**

Is reasonably tolerant of people who are blunt.

Wants others to be truthful, but only wants to be told when it is said very diplomatically.

Strongly wants to influence others.

**POWER**

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

Is extremely helpful and conscious of others' needs.

Wants autonomy very strongly.

Tends to take a great deal of initiative.

Prefers not to work for an authoritative supervisor.

**MOTIVATION**

Prefers moderately challenging work.

Is very clear about her goals and is very motivated toward them.

Is self-motivated.

May experience some tension at work.

Is able to deal with stress moderately well.

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

Has extremely benevolent intentions. Undertaking work which benefits others/society is extremely important to her.

Tends to follow through on her benevolent actions.

May sometimes tend to be self-sacrificing.

Has a moderate desire to have a stable career.

Is a very zealous campaigner for her cause. And therefore it is critical that her cause is shared by the organization or team.

Is a zealous campaigner for her goals. And therefore it is very important that her goals are shared by team members and the organization.

**SUPPORT**

Is extremely empathetic and warm.

Is reasonably self-accepting.

**SUPPORT**

Has a moderate interest in self-improvement.

May sometimes want recognition, but in general does not care too much about it.

**ORGANIZATION**

Is reasonably well organized.

Is extremely flexible and adaptable to changes.

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

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

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

**LEADERSHIP**

Wants to lead.

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

Is effective at handling conflict.

Prefers not to have to enforce necessary rules, but will probably do it well when needed.

Harrison Assessments is based on Paradox Theory. A paradox is a seemingly contradictory statement which may nonetheless be true. According to Paradox Theory, a trait can be either constructive or destructive depending upon other complementary traits. For example, when frankness is complemented by diplomacy, it takes the constructive form of being forthright and truthful. However, without the complementary trait of diplomacy, frankness becomes bluntness. While frankness and diplomacy appear to be contradictory, they paradoxically co-exist, complementing and fulfilling each other.

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each Paradox, there are two complementary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits is portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis. The area within the XY graph is divided into four quadrants. The upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects. This is called 'balanced versatility'. The upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak. This is called an 'aggressive imbalance' indicating a tendency to be overly aggressive. The lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak. This is called a 'passive imbalance' indicating a tendency to be overly passive. The lower left quadrant is the area in which both traits are weak. This is called 'balanced deficiency' indicating a deficiency of both of the paradoxical traits. (See the figure one below)

Figure 1

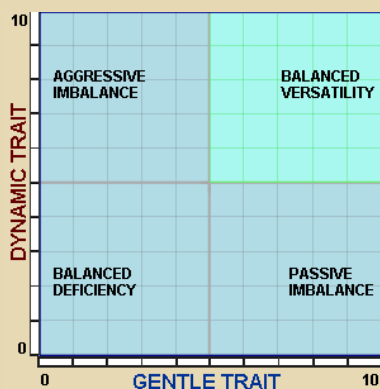


Figure 2

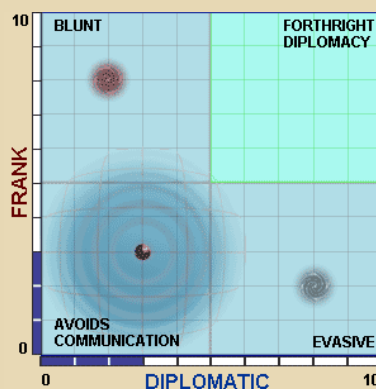


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive imbalance) is called blunt. Having diplomacy without frankness (passive imbalance) is called evasive. Lacking both frankness and diplomacy (balanced deficiency) is called avoids communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the dot is in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded area around the dot indicates the normal range of behavior. The smaller red and gray circles indicate this person's tendencies under stress. The red circle in the upper left quadrant indicates an aggressive tendency under stress. The dark circle in the lower right quadrant indicates a passive tendency under stress. In this case, the person tends to flip to both opposite extremes at different times.

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered

the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.

Paradox Theory provides a unique insight into oneself and others. Besides offering a window into aspects of ourselves of which we may be only partially aware, it provides a guideline for balancing and developing ourselves. The first page provides an overview of the twelve paradoxes and the remaining pages expand on the meaning of each paradox. The bottom of each page explains the meaning of your specific scores on that paradox. Please read it with an open mind as some of these perspectives may not currently be a part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

The best way to use the Paradox Graph for self-development is to identify the largest areas of the behavioral range (large blue circle) that is outside of the green areas (upper right quadrant). Then focus on developing the opposite paradoxical trait (outside the four quadrants). For example, if the largest area of your behavioral range outside the green area is in the blunt quadrant, then the trait to develop would be Diplomacy. If the largest area is in the evasive quadrant, then the trait to develop would be Frank. The trait to develop is the one that is outside the four quadrants furthest from the quadrant with the largest area of the behavioral range.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report option and select the trait you would like to develop. A suggested development plan will then be provided.

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

## INTERPERSONAL

## ACHIEVEMENT

## LEADERSHIP

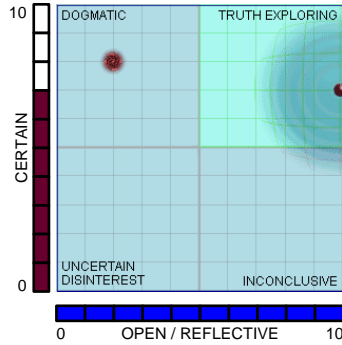
INITIATING

MOTIVATING

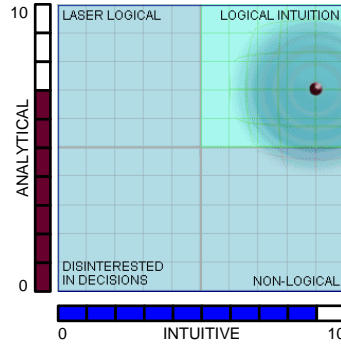
IMPLEMENTING

MAINTAINING

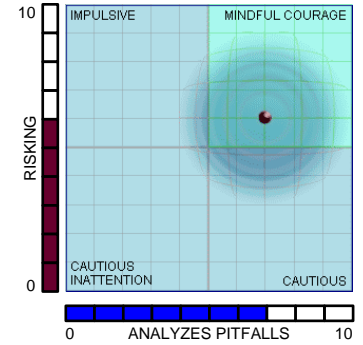
### OPINIONS



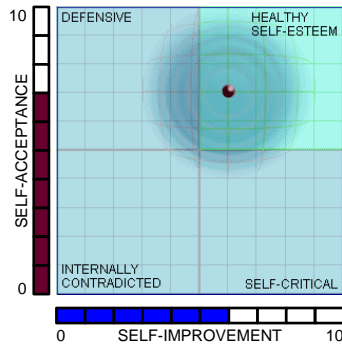
### DECISION APPROACH



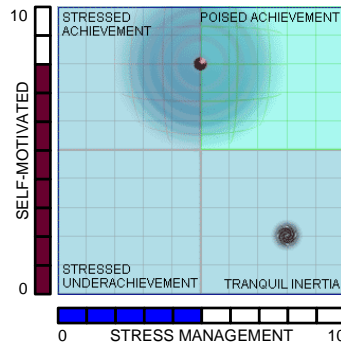
### STRATEGIC



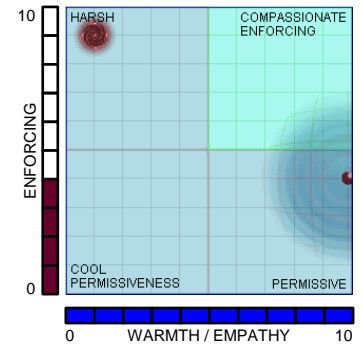
### SELF



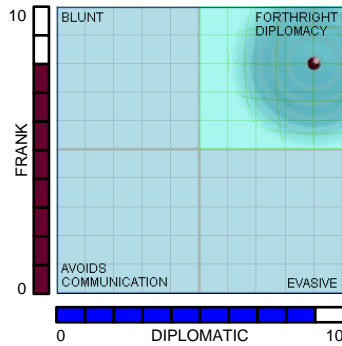
### MOTIVATION



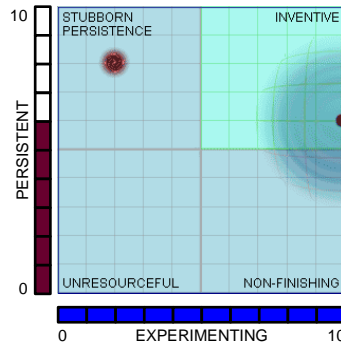
### DRIVING



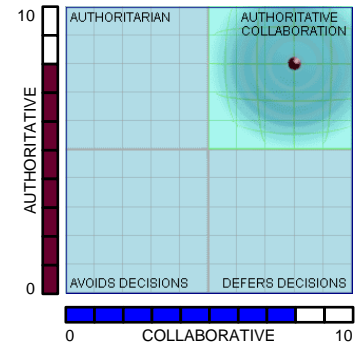
### COMMUNICATION



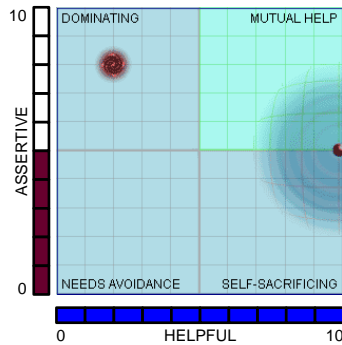
### INNOVATION



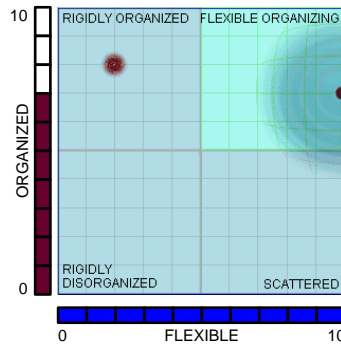
### DELEGATION



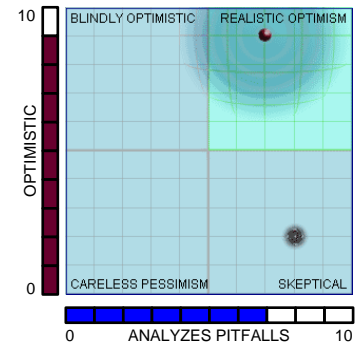
### POWER

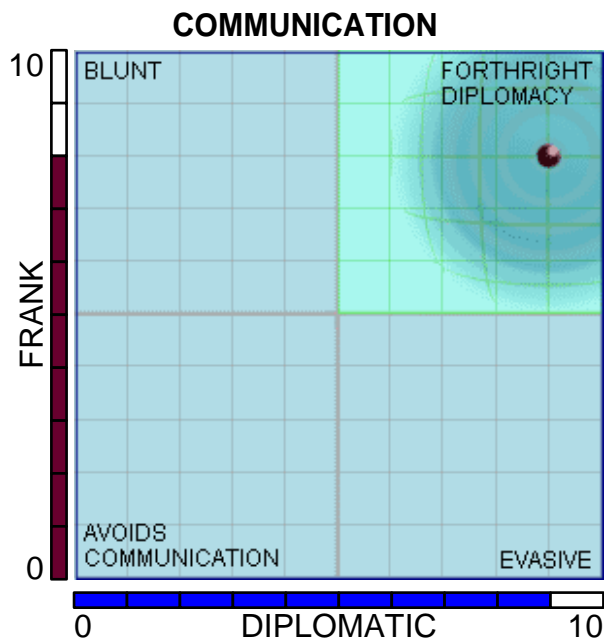


### ORGANIZATION



### STRATEGIC ACUMEN





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

**The Primary traits for this paradox are:**

**FRANK**

The tendency to be straightforward, direct, to the point, and forthright

**DIPLOMATIC**

The tendency to state things in a tactful manner

**There are four possible combinations for this paradox:**

**FORTHRIGHT DIPLOMACY** - The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic)

**EVASIVE** - The tendency to be tactful without being sufficiently direct (Low Frank and High Diplomatic)

**BLUNT** - The tendency to be frank or direct while lacking in diplomacy or tact (High Frank and Low Diplomatic)

**AVOIDS COMMUNICATION** - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

**Your tendencies for this paradox are:**

You tend to be forthright, stating what you think in a direct manner.

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

You have a special ability to be direct and straightforward while at the same time being tactful. You can be either diplomatic or frank as the situation requires. Your high level of frankness combined with your very high level of diplomacy helps you to resolve most misunderstandings and maintain positive working relationships. Your authentic and respectful approach to communicating fosters better working relationships. Your preferred behavioral range (large blue area) is in the forthright diplomacy quadrant, indicating that it is rare for you to communicate bluntly or evasively.

**Note: This is an example of one of 12 additional expanded reports that offer detailed explanation of each paradox pair introduced in the overview on the previous page.**

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a great deal of a trait. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in the this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

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## Development Area 1: Wants Challenge

You may prefer work that is moderately challenging.

All significant achievements are challenging. They often involve doing things that have never been done before. A goal is challenging when we are not sure we can accomplish it or we are not sure how to accomplish it. Therefore, significant achievements nearly always involve the real possibility that we may not succeed.

To develop this trait you need to gradually increase your comfort level with challenges. Start with the things that you consider a little challenging and gradually extend the challenges.

### **Step 1 - What would be challenging to you?**

Make a list of things that you would consider to be challenging. Don't worry right now about whether you can achieve them or whether you want to take on the challenges. Just make a list of things you would consider to be challenging. These could be specific projects or whole areas of responsibility. You might also consider asking your manager for ideas of challenges you could pursue in your work.

### **Step 2 - What are your concerns about each of those challenges?**

Reflect on and list your concerns about the challenges listed in step 1.

### **Step 3 - What do you find inviting about those challenges?**

Reflect on and list what you find inviting about the challenges listed in step 1.

### **Step 4 - Which challenge would you like to pursue?**

Select one item from the list you consider to be challenging. It should be something you would like to do and something that is practical and realistic in your current work situation.

### **Step 5 - What are the possible benefits you might receive by engaging in this challenge?**

Reflect on and list how you might benefit if you were to pursue this challenge. This could include external rewards, rewards of satisfaction, or aspects of yourself that might be developed if you pursue this challenge.

### **Step 6 - What steps are necessary to achieve that challenge?**

Set out a series of action steps you need to take to achieve this challenge. Include stages of completion and dates by which you commit to achieving those steps. If applicable, show these steps to a coworker to get feedback or to your manager to ensure they are in alignment with organizational objectives.

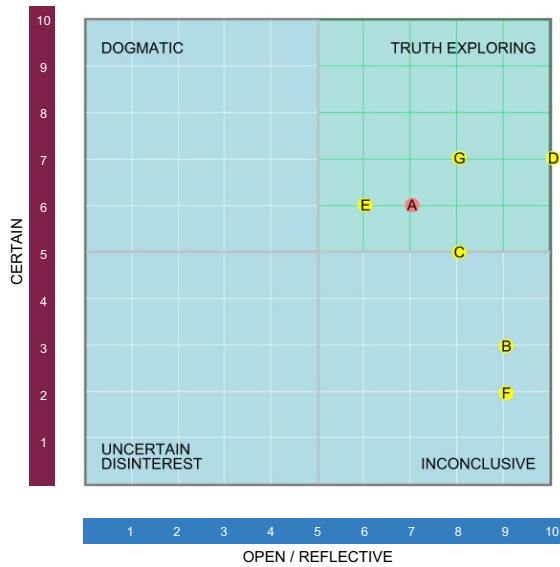
**Step 7 - Revise your action steps after receiving feedback**

Reflect on the feedback given about your action steps and make appropriate revisions. Then place the revised steps on your calendar so you can verify your progress within the designated time frame.

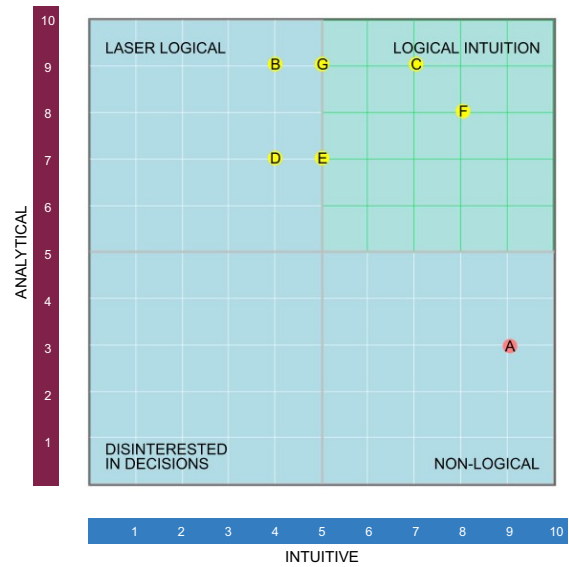
**Step 8 - Review the results**

At the end of the implementation period write a brief report that outlines the major achievements as well as setbacks.

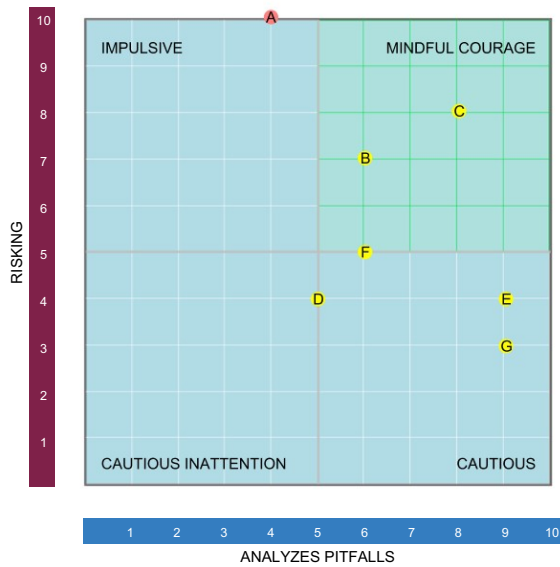
**# 1 OPINIONS**



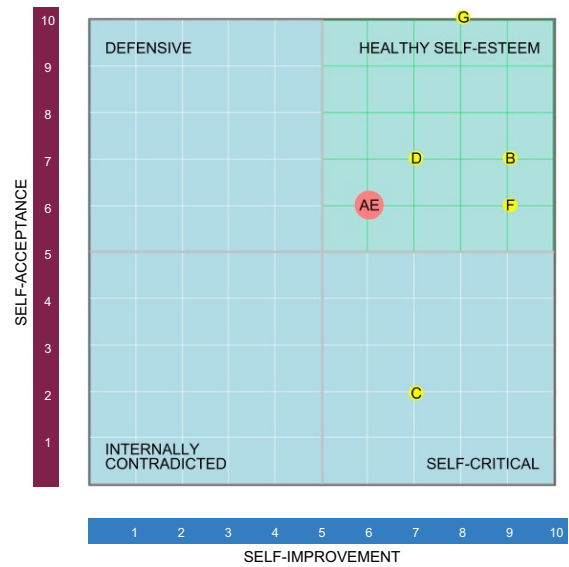
**# 2 DECISION APPROACH**



**# 3 STRATEGIC**



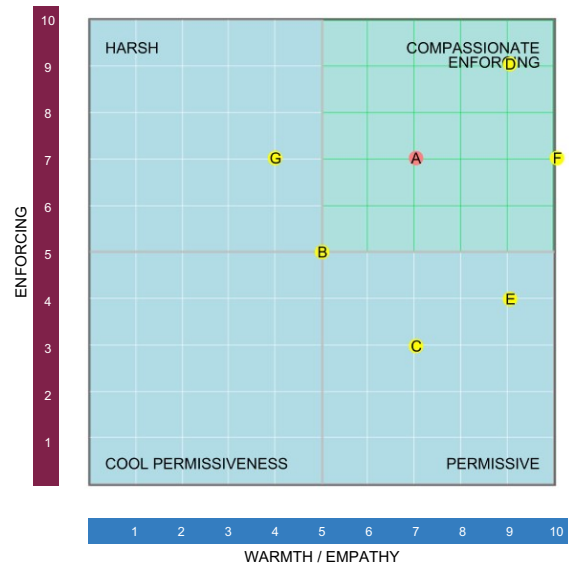
**# 4 SELF**



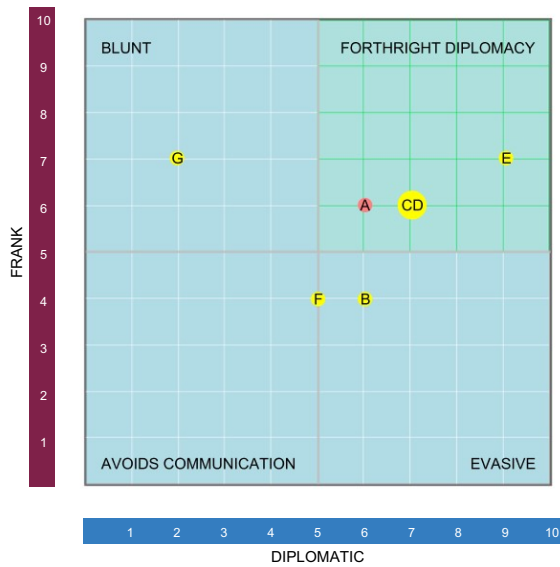
**# 5 MOTIVATION**



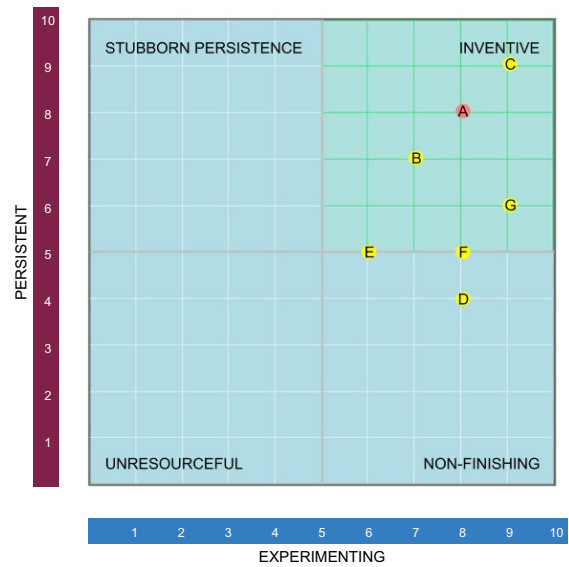
**# 6 DRIVING**



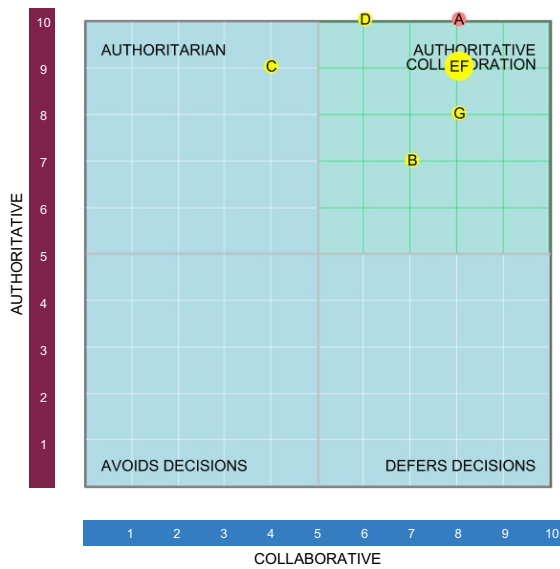
**# 7 COMMUNICATION**



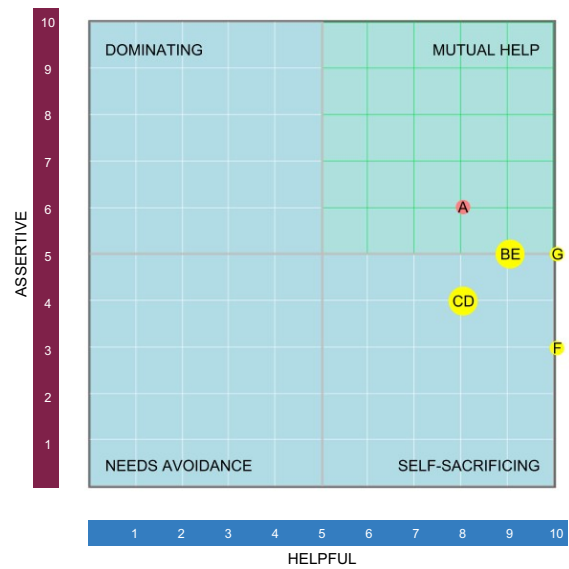
**# 8 INNOVATION**



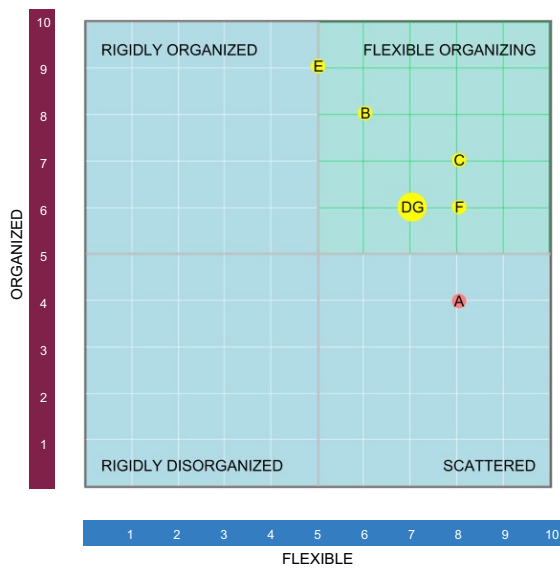
**# 9 DELEGATION**



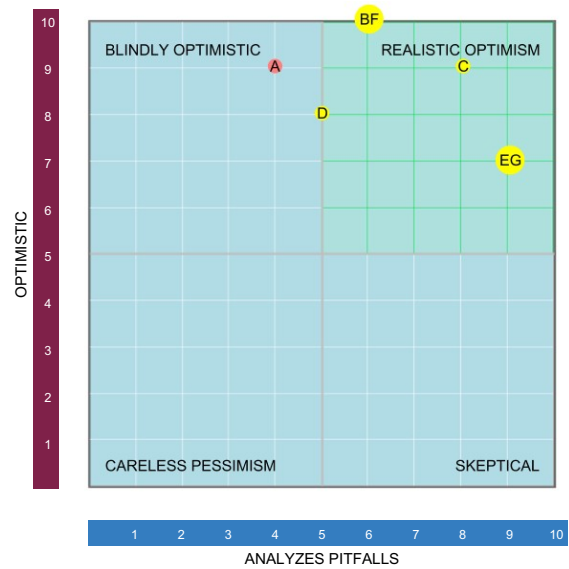
**# 10 POWER**



**# 11 ORGANIZATION**



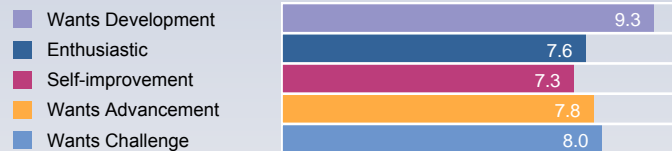
**# 12 STRATEGIC ACUMEN**



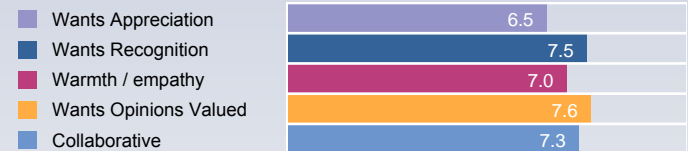
This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

The scores shown on the bar graphs below are averages for the selected group and the distribution charts show the percentage of employees for each possible score. It is highly recommended that the report is also generated for each individual in order to better understand the essential information necessary for individual employee engagement.

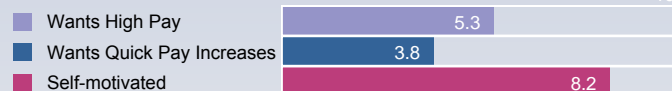
## Development Expectations



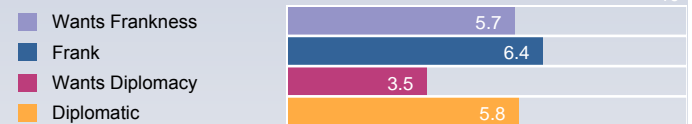
## Appreciation Expectations



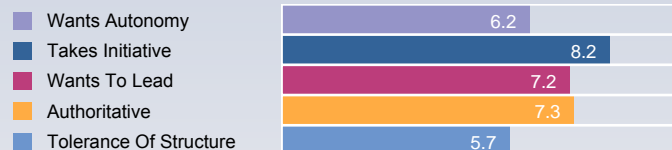
## Remuneration Expectations



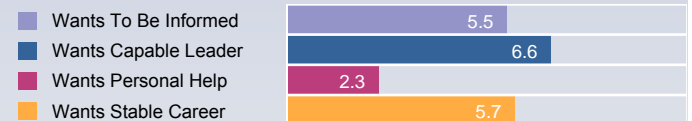
## Communication Expectations



## Authority Expectations



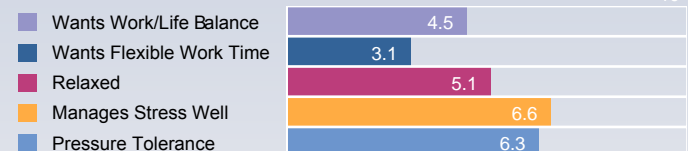
## Personal Expectations



## Social Expectations



## Work Life Balance Expectations



## Development Expectations

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

### Development Expectations includes the following traits:

**Wants Development:** The desire to have work opportunities to learn new skills or increase abilities

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

**Self-improvement:** The tendency to attempt to develop or better oneself

**Wants Advancement:** The desire to have work opportunities to expand one's career or responsibilities

**Wants Challenge:** The willingness to attempt difficult tasks or goals

### Development Expectations

- Wants Development
- Enthusiastic
- Self-improvement
- Wants Advancement
- Wants Challenge



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

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

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

### Percentage of people per trait score (rounded)



**Note: This page is an example of one of 8 additional expanded reports that offer detailed explanation of each expectation category introduced in the overview on the previous page. This is the version for teams or entire organization.**



The Harrison system has a unique way of identifying your special strengths. It measures 175 traits and identifies your highest priorities and values - where you invest yourself and what you love doing the most. When you are able to use these key strengths, your career is more fulfilling and more successful.

Some of the strengths described are paradoxical pairs of traits where two strengths seem to be opposite or contradictory, but in fact are complementary or synergistic. Paradoxical strengths describe a unique ability which enables you to be more versatile and to respond more effectively to a variety of different situations in your life or in your work. For example, frankness and diplomacy reflects a paradoxical pair of traits. While the two traits appear to be opposite, they are actually complementary. If you are both frank and diplomatic, you communicate truthfully and respectfully. This unique ability enables you to build relationships while at the same time getting things done.

If you are currently a job seeker, being able to clearly verbalize your strengths can help you to get the job you are seeking. Consequently, we recommend that you reflect on the strengths below as well as your achievements that were the result of applying these strengths. This will enable employers to better understand how your unique strengths can create value for their organization.

If you are currently employed, look for ways you can further apply these strengths in your current job. The more you can apply your strengths the more likely you will achieve personal satisfaction and career success.

If you spend effort building on your strengths, it is much more likely to help your career than if you focus on your weaknesses. Strengths relate to enjoyable patterns of thought and behavior which can be productively applied. These are refined with practice and combined with skills and knowledge that you acquire. Consequently, these strengths are the most powerful means you have of moving your career forward.

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Disclaimer: This report is based on more than 20 years of research and applied application in more than 60 countries. Although the algorithms that derive the information have proven to be accurate, every statement is not necessarily correct. Harrison Assessments Int'l, and its associated companies do NOT accept any liability of any kind including negligence related to the accuracy or the use of this information.

## Looking for Win-win Solutions

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

By being extremely helpful, you tend to establish good working relationships with your co-workers.

You very much want your work to provide a meaningful contribution to the world. When there is alignment with your organization's objectives, you will feel strong loyalty and motivation. Your benevolent intentions are very likely to inspire others.

## Building Affinity And Accountability

You tend to frequently express warmth and empathy.

You are outgoing and enjoy meeting and interacting with people. This can put others at ease and provide you with opportunities for networking that can benefit your career.

## Building Affinity And Accountability

You greatly enjoy persuading others toward your viewpoint. This can be very useful for selling your ideas or managing others.

## Making Thoughtful Conclusions

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

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain about your ideas, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be extremely thoughtful and well considered.

## Achieving Innovation

You love to try new things and tend to do a great deal of experimenting with new ways of doing things.

You are likely to produce original ideas. Your moderate level of persistence combined with your extremely high level of willingness to try new things enables you to be inventive. Your creativity can be extremely useful when starting in a new direction, taking on a new project, or doing something that has not been done before. You tend to be on the cutting edge of discovery.

## Striving for Achievement

You can work very well on your own without much supervision.

You have a very clear idea about what you want and you are very motivated by a job that helps you to achieve those goals.

## Being Adaptive And Organized

Your tendency to be reasonably organized enables you to create order in most situations. Your tendency to be extremely flexible enables you to create structure and order that is easily adaptable to change. When circumstances change, you rapidly adjust to meet the new requirements by creating a different order. As a result you are usually able to be effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted.

## Keeping A Positive Outlook

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

Your very positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your tendency to analyze potential problems provides insight into things that could hinder your success. Being both optimistic and mindful helps you to have a reasonably clear and balanced view of situations and strategies. You tend to visualize a positive future while being reasonably mindful of obstacles.

## Communicating Considerately And Truthfully

You have a special ability to be direct and straightforward while at the same time being tactful. You can be either diplomatic or frank as the situation requires. Your high level of frankness combined with your very high level of

### Communicating Considerately And Truthfully

diplomacy helps you to resolve most misunderstandings and maintain positive working relationships. Your authentic and respectful approach to communicating fosters better working relationships.

### Logically Solving Problems

Even though you tend to be very intuitive, you also usually tend to be logical. As a result, you are probably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This gives you a very good insight into situations and problems.

### Engaging In Participative Management

You enjoy collaboration and are quite willing to collaborate with others with regard to important decisions.

Your willingness to accept decision-making authority combined with your tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation.

You are willing to undertake leadership responsibility.

Welcome to the Harrison Career Guide! The Harrison Career Guide is a valuable tool for starting, changing, or developing your career. It measures 175 factors including your task preferences, motivations, work environment preferences, interests, and interpersonal preferences.

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## Your Task Preferences

The following are tasks you find enjoyable. It would be beneficial to have a career that involves doing most of these tasks (listed in order of importance):

- Doing something that helps others or society
- Influencing others
- Thinking about and trying new ways to do things
- Making presentations to groups
- Meeting and interacting with new people
- Teaching

The following are tasks you tend to dislike. It would be beneficial if your career involves doing little of these tasks (listed according to greatest dislike first):

- Fixing or repairing something
- Doing tasks that need to be done precisely
- Building or making something
- Driving a vehicle
- Doing physical work

## Your Interests

The following are interests that are important to you. It could be beneficial to incorporate some of these interests into your career:

- Food
- Finance or Business
- Travel
- Writing or Language

The following are areas in which you lack interest. It would be beneficial to avoid these areas as central aspects of your career:

- Sports

## Your Interests

- Electronics
- Plants

## Your Preferred Work Environment

You need to avoid a position that requires sitting for long periods with no opportunity to get up and move around.

You need to avoid a position that requires standing for long periods.

You need to avoid a position that involves a great deal of repetitive and monotonous tasks.

You need to avoid a position that involves working with the general public.

You will work best in a quiet working environment.

## Your Interpersonal Skills

Generally, you have a very optimistic and positive attitude. This will support your career development. However, you may also be experiencing some tension related to work. However, you are moderately able to deal with stress when it occurs.

You would work best in a career that involves a lot of interaction with people. You are forthright or frank. You are very capable of being tactful. Your ability to be tactful and direct at the same time enables you to maintain good communication in your working relationships. This should help your career and enable you to work more effectively with others. You are moderately able to put forward your own needs. You are extremely helpful and conscious of others' needs. This is reasonably balanced and will help you to have positive interactions with others. You are reasonably self-accepting. You tend to be tolerant of people who are blunt. You are outgoing. Thus you would enjoy a career that involves meeting new people. You enjoy trying to influence others. You are extremely empathetic and warm, however you may at times become overly emotional. Your warm-heartedness will enable you to influence others more successfully.

Overall, your interpersonal skills are good and these skills will be an asset in your career.

## Your Motivation

You are self-motivated and you will probably succeed in you career; especially if you choose a career you enjoy. You take a great deal of initiative. You prefer moderately challenging work, and you are very clear and enthusiastic about your goals. You want a great deal of autonomy in your work.

You are highly motivated by (listed in the general order of importance):

- A chance to have authority for making decisions
- A chance to take initiative
- An opportunity to do something worthwhile for society
- An opportunity to be in a leadership position
- An opportunity to achieve your goals

## Your Motivation

You will probably be demotivated by (listed in the general order of importance):

- Having to work closely with a supervisor
- Goals unrelated to your own

## Your Decision-making

You enjoy analyzing facts and decisions, and you are willing to assume decision-making authority. You are willing to collaborate with others with regard to making decisions. You are intuitive and you use this intuition very often for making decisions.

You are moderately willing to take risks, and you are very optimistic about the outcome. You generally analyze the potential difficulties of plans and strategies, making it more likely that once you come to a decision you will have thought through the important issues.

You normally approach decisions with an extremely open and reflective mind, but you have reasonably strong opinions. When making decisions, you nearly always prefer to try a fresh new approach. You have some interest in planning, but you prefer not to spend much time focusing on details. You may not be very systematic in your approach to plans and decisions. You usually take a moderate amount of time when making decisions.

## Your Leadership

Your very clear goals, combined with your strong enthusiasm, will probably enable you to articulate an explicit vision that will motivate others. You are interested in being in a leadership position. You prefer goals that are moderately challenging, however, your goals are clear. Also, your optimism could also help you motivate others. Your vision or goal genuinely includes benefiting others or society. In this respect, you are more likely to gain a wider support and acceptance. You have a natural tendency to try to influence others, and you give significant importance to trying to enlist the cooperation of others. This will probably enable you to obtain good cooperation from others. You are comfortable making presentations to groups and this could be an excellent means of facilitating your leadership.

You are self-motivated. This is necessary to succeed in a leadership position. You tend to take a great deal of initiative. Consequently you are more likely to be successful in a career and as a leader. However, you may feel tired of having to struggle with obstacles. You tend to be well organized. This could help you to organize the efforts of other people. You will tend to create a reasonably unstructured organization. You tend to be flexible and adaptable to changes. You are progressive and innovative. This will surely benefit your leadership.

You have a moderate intention to improve yourself. In order to develop as a leader, you will probably need to strengthen that intention. Doing so will also enable you to set a good example for others. You are reasonably self-accepting. This could be a beneficial trait for leadership.

You don't care much about working for a capable leader, and you want a great deal of autonomy in your work. This is normal for a leader.

In general, you have reasonably good interpersonal skills which will be of assistance to you in a leadership role. Your ability to mix and interact directly with the people working under you will enable you to gain a better perspective of your organization. You are extremely empathetic and warm which could be beneficial to your leadership. You are usually willing to enforce rules when necessary, but may at times prefer not to do so. Your ability to be direct and tactful at the



### Your Leadership

same time will increase the loyalty and motivation of the people you lead. You have a participatory style of leadership that is motivating to those you lead and facilitates their development. Your open-mindedness will help you gain respect. You want others to be truthful, but you only want to be told when it is said very diplomatically. Your willingness to enlist the cooperation of others is a sign of respect for them.



## Career Options

Leslie McDonald  
For Pathfinders

Completed: 04/30/2005

Welcome to the Harrison Career Navigator! The Harrison Career Navigator is a valuable tool for starting, changing, or developing your career. It measures 175 factors including your task preferences, motivations, work environment preferences, interests, and interpersonal preferences. The system compares your preferences to 643 careers and determine your most enjoyable careers. Please note this is not an assessment of your education, experience, or ability to perform specific tasks. You will need to consider these things separately.

The careers are listed in order of your enjoyment. The enjoyment scores are to the left of each career. The highest possible enjoyment score is 100 and a score of 80 or greater indicates the career is probably a good match for your preferences and it is worth exploring that career further. You should not necessarily decide on the career with the highest score because you also need to review the job descriptions, reflect on the educational requirements, consider availability in your area and review other details about that career.

Our research has shown that people who enjoy at least 75% of their job are much more likely to succeed in that job. Therefore, enjoying your career is not only important for your happiness, it is also important for your success.

A career decision is one of the most important decisions of your life. Therefore, it is important to take your time and explore the valuable information you can obtain from the Harrison Career Guide system. You can also look up the careers on the web or find a career counselor or school counselor to provide you with more information about that career. You could also contact professional organizations related to the career or call employers who advertise for openings related to this career. For further information about salaries, availability, training and career descriptions, use an internet search engine to discover more careers in your country. For example, you can find the United States government publication of the Occupational Outlook Handbook online at <http://www.bls.gov/ooh> or you can explore the home site on <http://www.bls.gov>. You can also find the Occupational Outlook Handbook at your local library.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 100 which indicates that you were 100.0% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.

**Disclaimer:** This information is intended to be used as a general guide to explore your career. Career decisions should be based on local information and your own self-reflection. Harrison Assessments Int'l, and its associated companies do NOT accept any liability of any kind including negligence related to the accuracy or the use of this information



The career options report compares preferences of the individual to over 600 careers to determine most suitable careers. Information is provided by level of education, from H.S. to PhD.

This sample report reflects education levels for Bachelor's and Associate's degree.

## Displays careers that could require a Bachelor's degree

### Careers which have a very high enjoyment percentage and suitability

(92.5%) **Advertising Copywriter:** Create written content for advertising. Analyse and create optimal advertising scripts that will influence people to purchase.

### Careers which have a high enjoyment percentage and suitability

(89.5%) **Human Services Worker:** Assist in providing client services in a wide variety of fields, such as psychology, rehabilitation, or social work, including support for families. May assist clients in identifying and obtaining available benefits and social and community services. May assist social workers with developing, organizing and conducting programs to prevent and resolve problems relevant to substance abuse, human relationships, rehabilitation or dependent care. Keep records or prepare reports for owner or management concerning visits with clients.

(87.7%) **Marketing Specialist (Focus on Product Definition):** Analyse a product to determine the optimal presentation that defines and differentiates it from others. Present a product in a manner that is attractive to buyers.

(87.0%) **Marketing Specialist (Focus on Branding):** Analyse a product or company and determine the optimal presentation for branding. Create concepts that brand the product or company in a manner that is attractive.

(85.4%) **Psychiatric Technician:** Provide nursing care to mentally ill, emotionally disturbed or mentally retarded patients. Participate in rehabilitation and treatment programs, and help with personal hygiene. Administer oral medications and hypodermic injections, following physician's prescriptions and hospital procedures. Monitor patient's physical and emotional well-being and report to medical staff. Take and record measures of patient's general physical condition, such as pulse, temperature and respiration, to provide daily information. Lead prescribed individual or group-therapy sessions as part of specific therapeutic procedures.

(85.1%) **Creative Writer:** Create original written works, such as scripts, essays, prose, poetry or song lyrics for publication or performance. Confer with clients, editors, publishers or producers to discuss changes or revisions to written material. Conduct research to obtain factual information and authentic detail, using sources such as newspaper accounts, diaries and interviews. Arrange for copyrights of original material.

### Careers which have a high enjoyment percentage and suitability

- (84.8%) **Fundraiser:** Raise funds or otherwise solicit and gather monetary donations or other gifts for an organization. Attend community events, meetings or conferences to promote organizational goals, or solicit donations or sponsorships. Contact corporate representatives, government officials or community leaders to increase awareness of organizational causes. Create or update donor databases.
- (84.5%) **Marketing Specialist (Ad Testing-Focus Groups):** Test marketing presentations on groups of individuals to determine the attractiveness of the marketing presentation. Analyse the results of the feedback.
- (84.2%) **Caption Writer:** Write captions to describe music and background noises or to interpret dialogue from one language to another. Watch production and review captions simultaneously to determine which caption phrases require editing; edit as required. Enter commands to synchronize captions with dialogue and place on the screen. Discuss captions with directors or producers of movie and television productions.
- (83.5%) **Auctioneer:** Sell articles at auction to highest bidder. Appraise merchandise before sale and assemble merchandise in lots according to estimated value of individual pieces or type of article. Describe merchandise and give information about article, such as history and ownership, in order to encourage bidding. Continue to ask for bids, attempting to stimulate buying desire of bidders. Close sale to highest bidder.
- (83.1%) **Salesperson for Advertising:** Sell or solicit advertising, such as graphic art, advertising space in publications, custom-made signs, and air time on TV and radio. Visit advertisers and advise in advantages of various types of programming and methods of composing layouts and designs for signs and displays. Draw up contract covering arrangements for designing, fabricating, erecting and maintaining sign or display. Prepare promotional plans, sales literature and sales contracts, using computer. Plan and sketch layouts to meet customer needs, and write copy as part of layout.
- (82.9%) **Youth Worker:** Work with young people to encourage their growth and development. Select appropriate curricula or class structures for educational programs. Implement program plans. Collaborate with various others to develop ways to encourage program participation.
- (81.5%) **Receptionist:** Receive or greet visitors, patients or clients. Answer telephone calls. This role involves minimal administrative responsibilities.
- (81.4%) **Public Relations Specialist (Government Focus):** Conduct public relations for the company with the government. Use interpersonal skills to manage relationships.
- (81.4%) **Social Worker:** Counsel and aid individuals and families with problems relating to personal and family adjustments, finances, employment, food, clothing, housing or other human needs and conditions. Interview individuals to assess social and emotional capabilities, physical and mental impairments, and financial needs. Lead group counselling sessions to provide support in such areas as grief, stress or chemical dependency. Serve as liaison between student, home, school, family service agencies, child guidance clinics, courts, protective services, doctors and clergy members. Maintain case history records and prepares reports.
- (80.6%) **Agent for Performers:** Full-time management of a group of performers. Collect fees, commissions or other payments, according to contract terms. Confer with performers to develop strategies for their careers, and to explain actions taken on their behalf. Develop contacts with individuals and organizations, and apply effective strategies and techniques to ensure performers' success. Negotiate with managers, promoters, union officials and other persons, regarding performers' contractual rights and obligations.
- (80.5%) **Vocational Rehabilitation Specialist:** Develop proposals for rehabilitation programs to provide needed services, utilizing knowledge of program funding sources and government regulations. Consult with community groups and personnel from rehabilitation agencies to identify need for new or modified vocational rehabilitation programs. Collect and analyse data to define and resolve rehabilitation problems, utilizing knowledge of vocational rehabilitation theory and practice. Monitor program operations and recommend additional measures to ensure programs meet defined needs. Plan and provide training for vocational rehabilitation staff.

### Careers which have a reasonable enjoyment percentage and suitability

- (79.9%) **Public Relations Specialist (Media Focus):** Conducts public relations through media such as television or radio. Respond to requests for information from the media or designate an appropriate spokesperson or information source. Study the objectives, promotional policies, or needs of organizations to develop public relations strategies that will influence public opinion or promote ideas, products, or services. Plan or direct development or communication of informational programs to maintain favourable public or stockholder perceptions of an organization's accomplishments or agenda. Establish or maintain cooperative relationships with representatives of community, consumer, employee, or public interest groups. Prepare or edit organizational publications for internal and external audiences, including employee newsletters and stockholders' reports.
- (79.9%) **Advertising Specialist (Ad Design Focus):** Create the design for advertising. Analyse and create optimal presentations that will influence people to purchase.
- (79.2%) **Social Worker-Medical Psychiatric:** Counsel clients and patients, individually and in group sessions, to assist in overcoming dependencies, adjusting to life and making changes. Interview clients, review records and confer with other professionals to evaluate mental or physical condition of client or patient. Formulate or coordinate program plan for treatment, care and rehabilitation of client or patient, based on social work experience and knowledge. Monitor, evaluate and record client progress, according to measurable goals described in treatment and care plan.
- (79.1%) **Foreign Affairs & Trade Officer:** Provide policy advice on foreign affairs and trade issues to government ministers. Keep the government informed about international strategic, political, economic and trade issues. Advise on treaties and on matters of

### Careers which have a reasonable enjoyment percentage and suitability

- international law. Provide consular advice to members of the public.
- (78.4%) **Clergy:** Conduct religious worship and perform other spiritual functions associated with beliefs and practices of religious faith or denomination. Provide spiritual and moral guidance and assistance to members. Prepare and deliver sermons or other talks. Visit people in homes, hospitals or prisons to provide them with comfort and support.
- (78.4%) **Columnist, Critic, Commentator:** Create original written works, such as scripts, essays or prose for publication. Choose subject matter and suitable form to express personal feelings and experiences or ideas, or to narrate stories or events. Conduct research to obtain factual information and authentic detail, using sources such as newspaper accounts, diaries and interviews. Confer with clients, editors, publishers or producers to discuss changes or revisions to written material.
- (78.2%) **Career Counsellor:** Advise youth to assist them in developing their educational and vocational objectives, as well as helping them understand and overcome personal and social problems. Collect and evaluate information about youths' abilities, interests and personality characteristics, using records, tests and interviews. Compile and study occupational, educational and economic information to assist youth in making and carrying out vocational and educational objectives.
- (77.8%) **Marketing Research Interviewer:** Interview persons face-to-face or by phone, or conduct surveys by mail, following prescribed questionnaire. Explain purpose of interview and obtain consent to conduct interview; clarify misunderstandings with a view to obtaining more accurate information. Record responses and classify, as per the instructions. May analyse data obtained or write reports, detailing both quantitative and qualitative information.
- (77.8%) **Speech-Language Pathologist:** Administer hearing or speech-language evaluations, tests, or examinations to patients to collect information on type and degree of impairment. Conduct or direct research and report findings on speech or hearing topics to develop procedures, technology or treatments. Counsel and instruct clients in techniques to improve speech or hearing impairment, including sign language or lip-reading. Plan and conduct prevention and treatment programs for clients' hearing or speech problems.
- (76.9%) **Advertising Purchaser:** Purchase advertising on behalf of the company. Analyse the best advertising investments and negotiate with the suppliers.
- (76.4%) **Disc Jockey:** Announce program of musical selections. Select recording to be played based on program specialty, displaying knowledge of audience taste or listening to audience requests. Comment on music and other matters of interest to audience. Interview musical personalities and members of listening audience who phone in musical requests.
- (76.2%) **Administrative Assistant:** Perform secretarial work that may include some errand running. Organize information as requested. Create positive interactions with others.
- (75.6%) **Salesperson (Actively Attempts to Persuade):** Initiate contact with customers. Attempt to discover customers' needs. Attempt to persuade customers to purchase something that meets their needs.
- (75.6%) **Salesperson (Sources Customers and Actively Persuades):** Find new customers through calling, networking or other means. Initiating contact with prospects and try to establish their interest in the product. Persuade the customer to purchase.
- (75.2%) **Face-to-Face Customer Service Specialist (Efficiency Focus):** Interact with customers in a face-to-face situation. Selling is NOT required. A high level of efficiency is required. Create friendly and positive customer interactions.
- (74.8%) **Corrective Therapist:** Provide medically-prescribed program of physical exercises and activities designed to prevent muscular deterioration, resulting from long convalescence or inactivity. Establish rapport with patients to motivate them, choosing exercises and activities in accordance with prescription. Prepare progress reports of patient's emotional reactions to and progress in training. Direct patients in techniques of personal hygiene to compensate for permanent disabilities.
- (74.6%) **Book Editor:** Read and evaluate manuscripts to determine whether the work is marketable. Read, evaluate and edit manuscripts or other materials submitted for publication and confer with authors regarding changes in content, style, organization or publication. Read copy or proof to detect and correct errors in spelling, punctuation and syntax. Cultivate relationships with current and new authors.
- (74.5%) **Salesperson for Securities and Commodities:** Buy and sell securities in investment and trading firms, and develop and implement financial plans for individuals, businesses and organizations. Analyse market conditions to determine optimum time to execute securities transactions, and review all transactions to ensure accuracy of information and that trades conform to regulations of governing agencies. Keep informed about political and economic trends that influence stock prices by reading corporate reports and calculating ratios to determine best prospects for profit on stock purchase, and to monitor client account.
- (74.5%) **Salesperson for Corporate Training Services:** Sell corporate training services. Develop and contact prospective customers to present information and explain available services. Help determine customers' training needs and prepare proposals to sell services. Evaluate costs and revenue of agreements to determine continued profitability.
- (74.2%) **Translator (Written):** Translate the meaning of text from one language into its equivalent in another language. Carefully analyse the meanings of words to achieve an accurate translation.
- (74.1%) **Salesperson (Telemarketing):** Initiating contact via telephone with prospects who do not already have an interest in the product or service. Attempt to persuade the prospect to purchase.
- (73.9%) **Editor:** Read, evaluate and edit manuscripts or other materials submitted for publication and confer with authors regarding changes in content and style. Verify facts, dates and statistics, using standard reference sources. Read copy or proof to detect and correct errors in spelling, punctuation and syntax. Allocate print space for story text, photos and illustrations, according to space parameters and copy significance, using knowledge of layout principles.
- (73.8%) **Copy Reader:** Read copy or proof to detect and correct errors in spelling, punctuation and syntax. Prepare, rewrite and edit copy to improve readability, or supervise others who do this work. Verify facts, dates and statistics, using standard reference sources.

## Careers which have a reasonable enjoyment percentage and suitability

- Read, evaluate and edit manuscripts or other materials submitted for publication, and confer with authors regarding changes in content, style, organization or publication. Read material to determine index items and arrange them alphabetically or topically, indicating page or chapter location.
- (73.6%) **Salesperson for Marketing Services:** Sell advertising services. Develop and contact prospective customers to present information and explain available services. Help determine customers' advertising needs, and prepare proposals to sell services. Evaluate costs and revenue of agreements to determine continued profitability.
- (73.3%) **Personal Assistant:** Perform secretarial work and errands as needed to assist a more senior employee. Be pleasant and responsive. Does NOT supervise or manage others.
- (73.0%) **Salesperson for Insurance:** Sell Insurance. Develop and contact prospective customers to present information and explain available services, and help determine customers' financial services needs, and prepare proposals to sell services.
- (72.7%) **Licensed Practical Nurse:** Care for ill, injured, or convalescing patients or persons with disabilities, by providing basic patient care or treatments. Administer prescribed medications or start intravenous fluids, noting times and amounts on patients' charts. Observe patients, charting and reporting changes in patients' conditions, such as adverse reactions to medication or treatment and taking any necessary action. Answer patients' calls and determine how to assist them.
- (72.7%) **Translator (Verbal) - Interpreter:** Facilitate communication from one language into its equivalent in another language. Analyse the meaning and express a clear and accurate equivalent in the other language.
- (72.3%) **Musician:** Play one or more musical instruments in recital, in accompaniment, or as members of an orchestra, band or other musical group. Practice musical instrument performances. Perform before live audiences and promote music by participating in media interviews and other activities. Audition for orchestras, bands or other musical groups.
- (72.2%) **Pheresis Technician:** Collect blood components and provide therapeutic treatment such as replacement of plasma or removal of white blood cells or platelets, using blood-cell separator equipment. Puncture vein of donor/patient with needle to connect donor or patient to tubing of equipment in preparation for procedure. Connect and install tubing, fluid containers and other components to set up equipment. Compile and evaluate donor/patient information such as blood pressure and weight, to ensure that screening criteria are met. Talk to and observe patient for distress or side effects, such as nausea or fainting during procedures. Record information such as flow rate, anticoagulant rate, temperature and blood pressure following blood collection or treatment.
- (71.7%) **Training Materials Developer:** Analyse a subject and develop high quality training materials. Use software applications to develop materials.
- (71.6%) **Occupational Therapist:** Plan, organize and participate in medically-oriented occupational programs in hospital or similar institution, to rehabilitate patients who are physically or mentally ill. Plan programs and social activities to help patients learn work skills and adjust to disabilities. Select activities which will help individual learn work skills within limits of individual's mental and physical capabilities. Train nurses and other medical staff in therapy techniques and objectives.
- (71.6%) **Registered Nurse:** Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent or disabled patients. Provides health care, first aid and immunization in facilities such as schools, hospitals and industry, and records patient's medical information and vital signs. Prepare patients for and assists with examinations, and orders, interprets and evaluate diagnostic tests to identify and assess patient's condition. Instruct on topics such as health education, disease prevention, child birth and home nursing, and develops health improvement programs.

## Displays careers that could require 2 years of college or 18 - 36 months of training

### Careers which have a high enjoyment percentage and suitability

- (89.5%) **Human Services Worker:** Assist in providing client services in a wide variety of fields, such as psychology, rehabilitation, or social work, including support for families. May assist clients in identifying and obtaining available benefits and social and community services. May assist social workers with developing, organizing and conducting programs to prevent and resolve problems relevant to substance abuse, human relationships, rehabilitation or dependent care. Keep records or prepare reports for owner or management concerning visits with clients.
- (88.4%) **Travel Agent:** Plan, describe, arrange and sell itinerary tour packages and promotional travel incentives, offered by various travel carriers. Converse with customer to determine destination, mode of transportation, travel dates, financial considerations, and accommodations required. Compute cost of travel and accommodations, using calculator, computer, carrier tariff books and hotel rate books, or quote package tour costs, and books transportation and hotel reservations. Collect payment for transportation and accommodations from customer.
- (84.8%) **Fundraiser:** Raise funds or otherwise solicit and gather monetary donations or other gifts for an organization. Attend community events, meetings or conferences to promote organizational goals, or solicit donations or sponsorships. Contact corporate representatives, government officials or community leaders to increase awareness of organizational causes. Create or update donor databases.
- (84.2%) **Caption Writer:** Write captions to describe music and background noises or to interpret dialogue from one language to another. Watch production and review captions simultaneously to determine which caption phrases require editing; edit as required. Enter commands to synchronize captions with dialogue and place on the screen. Discuss captions with directors or producers of movie

### Careers which have a high enjoyment percentage and suitability

- and television productions.
- (83.5%) **Auctioneer:** Sell articles at auction to highest bidder. Appraise merchandise before sale and assemble merchandise in lots according to estimated value of individual pieces or type of article. Describe merchandise and give information about article, such as history and ownership, in order to encourage bidding. Continue to ask for bids, attempting to stimulate buying desire of bidders. Close sale to highest bidder.
  - (83.1%) **Salesperson for Advertising:** Sell or solicit advertising, such as graphic art, advertising space in publications, custom-made signs, and air time on TV and radio. Visit advertisers and advise in advantages of various types of programming and methods of composing layouts and designs for signs and displays. Draw up contract covering arrangements for designing, fabricating, erecting and maintaining sign or display. Prepare promotional plans, sales literature and sales contracts, using computer. Plan and sketch layouts to meet customer needs, and write copy as part of layout.
  - (82.9%) **Youth Worker:** Work with young people to encourage their growth and development. Select appropriate curricula or class structures for educational programs. Implement program plans. Collaborate with various others to develop ways to encourage program participation.
  - (81.5%) **Tour Guide:** Escort group on city and establishment tours, describes points of interest, and respond to questions. Drive motor vehicle to transport visitors to establishments and tour site locations, and provide directions and other pertinent information to visitors. Monitor visitors' activities and ensure compliance with establishment regulations, for safety of group. Solicit tour patronage and collect fees and tickets from group members.
  - (81.5%) **Receptionist:** Receive or greet visitors, patients or clients. Answer telephone calls. This role involves minimal administrative responsibilities.
  - (81.4%) **Public Relations Specialist (Government Focus):** Conduct public relations for the company with the government. Use interpersonal skills to manage relationships.

### Careers which have a reasonable enjoyment percentage and suitability

- (79.9%) **Public Relations Specialist (Media Focus):** Conducts public relations through media such as television or radio. Respond to requests for information from the media or designate an appropriate spokesperson or information source. Study the objectives, promotional policies, or needs of organizations to develop public relations strategies that will influence public opinion or promote ideas, products, or services. Plan or direct development or communication of informational programs to maintain favourable public or stockholder perceptions of an organization's accomplishments or agenda. Establish or maintain cooperative relationships with representatives of community, consumer, employee, or public interest groups. Prepare or edit organizational publications for internal and external audiences, including employee newsletters and stockholders' reports.
- (78.4%) **Clergy:** Conduct religious worship and perform other spiritual functions associated with beliefs and practices of religious faith or denomination. Provide spiritual and moral guidance and assistance to members. Prepare and deliver sermons or other talks. Visit people in homes, hospitals or prisons to provide them with comfort and support.
- (78.2%) **Career Counsellor:** Advise youth to assist them in in developing their educational and vocational objectives, as well as helping them understand and overcome personal and social problems. Collect and evaluate information about youths' abilities, interests and personality characteristics, using records, tests and interviews. Compile and study occupational, educational and economic information to assist youth in making and carrying out vocational and educational objectives.
- (77.8%) **Marketing Research Interviewer:** Interview persons face-to-face or by phone, or conduct surveys by mail, following prescribed questionnaire. Explain purpose of interview and obtain consent to conduct interview; clarify misunderstandings with a view to obtaining more accurate information. Record responses and classify, as per the instructions. May analyse data obtained or write reports, detailing both quantitative and qualitative information.
- (76.5%) **Salesperson (Provides Information with Minimal Persuasion):** Greet customers. Respond to customer questions. Some selling is required. A high level of efficiency is NOT required. Create friendly and positive customer interactions.
- (76.4%) **Disc Jockey:** Announce program of musical selections. Select recording to be played based on program specialty, displaying knowledge of audience taste or listening to audience requests. Comment on music and other matters of interest to audience. Interview musical personalities and members of listening audience who phone in musical requests.
- (76.2%) **Administrative Assistant:** Perform secretarial work that may include some errand running. Organize information as requested. Create positive interactions with others.
- (75.6%) **Salesperson (Actively Attempts to Persuade):** Initiate contact with customers. Attempt to discover customers' needs. Attempt to persuade customers to purchase something that meets their needs.
- (75.6%) **Salesperson (Sources Customers and Actively Persuades):** Find new customers through calling, networking or other means. Initiating contact with prospects and try to establish their interest in the product. Persuade the customer to purchase.
- (75.2%) **Face-to-Face Customer Service Specialist (Efficiency Focus):** Interact with customers in a face-to-face situation. Selling is NOT required. A high level of efficiency is required. Create friendly and positive customer interactions.
- (74.8%) **Corrective Therapist:** Provide medically-prescribed program of physical exercises and activities designed to prevent muscular deterioration, resulting from long convalescence or inactivity. Establish rapport with patients to motivate them, choosing exercises and activities in accordance with prescription. Prepare progress reports of patient's emotional reactions to and progress in training. Direct patients in techniques of personal hygiene to compensate for permanent disabilities.
- (74.6%) **Book Editor:** Read and evaluate manuscripts to determine whether the work is marketable. Read, evaluate and edit manuscripts or other materials submitted for publication and confer with authors regarding changes in content, style, organization or

### Careers which have a reasonable enjoyment percentage and suitability

- publication. Read copy or proof to detect and correct errors in spelling, punctuation and syntax. Cultivate relationships with current and new authors.
- (74.5%) **Salesperson for Corporate Training Services:** Sell corporate training services. Develop and contact prospective customers to present information and explain available services. Help determine customers' training needs and prepare proposals to sell services. Evaluate costs and revenue of agreements to determine continued profitability.
- (74.2%) **Translator (Written):** Translate the meaning of text from one language into its equivalent in another language. Carefully analyse the meanings of words to achieve an accurate translation.
- (74.1%) **Salesperson (Telemarketing):** Initiating contact via telephone with prospects who do not already have an interest in the product or service. Attempt to persuade the prospect to purchase.
- (73.6%) **Salesperson for Marketing Services:** Sell advertising services. Develop and contact prospective customers to present information and explain available services. Help determine customers' advertising needs, and prepare proposals to sell services. Evaluate costs and revenue of agreements to determine continued profitability.
- (73.3%) **Personal Assistant:** Perform secretarial work and errands as needed to assist a more senior employee. Be pleasant and responsive. Does NOT supervise or manage others.
- (73.1%) **Salesperson (Retail):** Sell to the public any of a wide variety of merchandise in a retail store Compute sales price of merchandise and prepare sales slip or sales contract. Greet customer and answer question as needed.
- (73.0%) **Salesperson for Insurance:** Sell Insurance. Develop and contact prospective customers to present information and explain available services, and help determine customers' financial services needs, and prepare proposals to sell services.
- (72.7%) **Licensed Practical Nurse:** Care for ill, injured, or convalescing patients or persons with disabilities, by providing basic patient care or treatments. Administer prescribed medications or start intravenous fluids, noting times and amounts on patients' charts. Observe patients, charting and reporting changes in patients' conditions, such as adverse reactions to medication or treatment and taking any necessary action. Answer patients' calls and determine how to assist them.
- (72.7%) **Translator (Verbal) - Interpreter:** Facilitate communication from one language into its equivalent in another language. Analyse the meaning and express a clear and accurate equivalent in the other language.
- (72.3%) **Musician:** Play one or more musical instruments in recital, in accompaniment, or as members of an orchestra, band or other musical group. Practice musical instrument performances. Perform before live audiences and promote music by participating in media interviews and other activities. Audition for orchestras, bands or other musical groups.
- (71.4%) **Media Presenter:** Prepare and deliver media presentations such as news, sports, or weather reports. In some cases may select program content, or gather and rewriting material in conjunction with producers and assistants. Study background information to prepare for programs and interviews and conduct interviews. Respond to callers or viewers over the telephone. Make promotional appearances at public or private events. May act as MC and host special events.
- (71.3%) **Bartender:** Mix and serve drinks to patrons, directly or through wait staff. Collect money for drinks served and balance cash receipts. Clean glasses, utensils and bar equipment, bars, work areas and tables. Stock bar with beer, wine, liquor and related supplies.
- (71.2%) **Salesperson for Financial Services:** Sell financial services, such as loan, tax and securities counselling, to customers of financial institutions and business establishments. Develop and contact prospective customers to present information and explain available services; help determine customers' financial services needs; and prepare proposals to sell services.

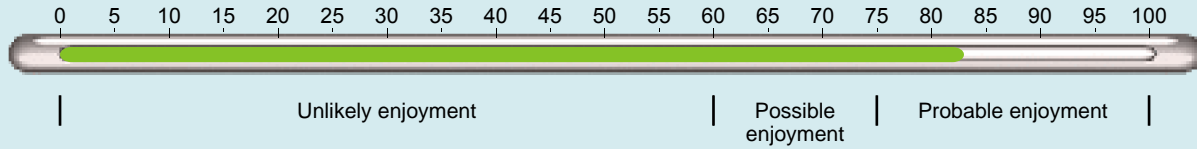
### Careers which have a moderate enjoyment percentage and suitability

- (69.1%) **Property & Contract Administrators:** Work as part of a team that does the following: Coordinate property procurement and disposition activities of a business, agency or other organization. Administer contracts for purchase or sale of equipment, materials, products or services. Prepare, review and negotiate bids and estimates with firms, bidders and customers. Advise company departments concerning contractual rights and obligations.
- (68.0%) **Secretary - (Software Skills Focus):** This is a general secretarial position requiring specific software skills. Complete administrative responsibilities and projects as assigned. Complete communications as assigned.
- (68.0%) **Product Maintenance Specialist:** Monitor product performance on a regular basis. Manage product specifications to ensure consistency and quality in meeting standards and requirements. Provide after-sales service to solve or troubleshoot customers' problem. Keep maintenance record of product for future reference and for management reporting. Keep parts purchasing records, quotation and set up product database. Monitor product assembly, regular maintenance and product testing.
- (67.8%) **Probation, Correctional Specialist:** Provide social services to assist in rehabilitation of law offenders in custody or on probation. Counsel offender and refer offender to social resources of community for assistance. Formulate rehabilitation plan for each assigned offender or inmate. Interview offender or inmate to determine social adaptability, individual problems, needs, interests and attitudes. Consult with attorneys, judges and institution personnel to evaluate inmate's social progress.
- (67.3%) **Postal - Service Clerk:** Collect payment for postage stamps, postal cards, stamped envelopes, metered postage and money orders. Weigh and compute mailing costs of letters and parcels based on type, weight and destination. Sort mail according to groups and destination by hand or by operating electronic mail-sorting or scanning device. Receive, registers and refer for investigation complaints regarding mail theft, delivery, lost mail or damaged mail.
- (66.8%) **Training Specialist:** Identify the aims of the training to ensure the training fulfils the purpose. Organize and conduct training. Obtain feedback and improve the training delivery and/or content.
- (66.5%) **Insurance Adjuster, Investigator:** Investigate, analyse and determine the extent of insurance company's liability concerning

## Overall Score

The overall score indicates your probable level of enjoyment for Salesperson for Advertising.

**Overall percentage of enjoyment = 83.1%**



This report compares your career preferences and interests to the tasks and interests related to work satisfaction and success for most jobs within the career called Salesperson for Advertising. Keep in mind that while there is a good general reflection of the career, there may be specific jobs under this career name which emphasize somewhat different tasks and interests, and thus your score is not necessarily reflective of all jobs within this career title.

This report is divided into three sections: Key factors related to your enjoyment, Other factors that could hinder your enjoyment, and Potential derailers.

Below is a brief description of this career and the typical educational requirements. (These may vary according to your location.)

### Summary description of this career

Sell or solicit advertising, such as graphic art, advertising space in publications, custom-made signs, and air time on TV and radio. Visit advertisers and advise in advantages of various types of programming and methods of composing layouts and designs for signs and displays. Draw up contract covering arrangements for designing, fabricating, erecting and maintaining sign or display. Prepare promotional plans, sales literature and sales contracts, using computer. Plan and sketch layouts to meet customer needs, and write copy as part of layout.

### Possible educational requirements

High School Diploma  
Trade School or 6-18 months of training  
2 years of college or 18-36 months of training  
Bachelor's Degree

### Areas of knowledge

Sales and Marketing  
Communications and Media  
Design  
Computer software

#### SALES AND MARKETING

Knowledge of principles and methods for showing, promoting and selling products or services, including marketing strategy and tactics, product demonstration, sales techniques, and sales control systems

#### COMMUNICATIONS AND MEDIA

Knowledge of media production, communication, and dissemination techniques and methods including alternative ways to inform and entertain via written, oral, and visual media

#### DESIGN

Knowledge of design techniques, tools and principles involved in production of precision technical plans, blueprints, drawings and models

#### COMPUTER SOFTWARE

Knowledge of specialized software programs

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 100 which indicates that you were 100.0% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.

Disclaimer: This information is intended to be used as a general guide to explore your career. Career decisions should be based on local information and your own self-reflection. Harrison Assessments Int'l, and its associated companies do NOT accept any liability of any kind including negligence related to the accuracy or the use of this information.

## Key factors related to your enjoyment











These factors relate to areas in which a strong interest or enjoyment level is likely to help your enjoyment and success in this career, and a low level of interest or enjoyment is likely to hinder your enjoyment and success.

	Your Score	Strongly dislike	Dislike	Somewhat dislike	Occasionally enjoys	Moderate enjoyment	Some enjoyment	Substantial enjoyment	Strong enjoyment	Very strong enjoyment
<p><b>Takes Initiative:</b> The tendency to perceive what is necessary to be accomplished and to proceed on one's own</p> <p>Narrative: You very often tend to take initiative. This initiative will help you 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. Your initiative will probably have a moderate positive impact on job satisfaction and/or performance.</p>	8.8									
<p><b>Optimistic:</b> The tendency to believe the future will be positive</p> <p>Narrative: You tend to be very optimistic and cheerful. Your positive attitude will be very beneficial when dealing with subordinates, co-workers, or clients. Your positive attitude will probably have a moderate positive impact on job satisfaction and/or performance.</p>	8.9									
<p><b>Persistent:</b> The tendency to be tenacious despite encountering significant obstacles</p> <p>Narrative: You may tend to be moderately persistent but prefer a position that does not require extensive persistence. Your dislike of having to overcome obstacles will probably have a slight negative impact on job satisfaction and/or performance.</p>	6.2									
<p><b>Influencing:</b> The tendency to try to persuade others</p> <p>Narrative: You have a strong need to persuade or influence others. Assuming you have the right balance of other interpersonal traits, you are likely to be very skillful in expressing your ideas to subordinates and/or clients. Your tendency to influence others will probably have a moderate positive impact on job satisfaction and/or performance.</p>	9.7									
<p><b>Analytical:</b> The tendency to logically examine facts and situations (not necessarily analytical ability)</p> <p>Narrative: You often analyze difficulties, facts, situations and usually enjoy it. Your degree of analysis is sufficient.</p>	6.5									
<p><b>Finance / business:</b> The interest in commerce or fiscal management</p> <p>Narrative: You are extremely interested in business or finance. Your interest in business or finance will probably have a moderate positive impact on job satisfaction and/or performance.</p>	10.0									
<p><b>Outgoing:</b> The tendency to be socially extroverted and the enjoyment of meeting new people</p> <p>Narrative: You enjoy meeting new people and are probably outgoing. Your enjoyment of new people will probably have a slight positive impact on job satisfaction and/or performance.</p>	8.3									



## Less important factors that could hinder your enjoyment

These factors relate to areas in which a low interest or enjoyment level could hinder your enjoyment or success in this career, however, a high level of enjoyment or interest is not necessary.

	Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
<p><b>Diplomatic:</b> The tendency to state things in a tactful manner Narrative: You are very capable of being tactful and tend to state things in a very diplomatic manner. Your degree of diplomacy is sufficient.</p>	9.1						
<p><b>Pressure Tolerance:</b> The level of comfort related to working under deadlines and busy schedules Narrative: You prefer only a moderate amount of pressure of deadlines and tight schedules. Your degree of tolerance of pressure is sufficient.</p>	4.7						
<p><b>Self-acceptance:</b> The tendency to like oneself ("I'm O.K. the way I am") Narrative: You are reasonably self-accepting. Your degree of self-acceptance is sufficient.</p>	7.0						
<p><b>Self-improvement:</b> The tendency to attempt to develop or better oneself Narrative: You may have some interest in self-improvement. Your level of interest in self-improvement is sufficient.</p>	5.8						
<p><b>Wants Challenge:</b> The willingness to attempt difficult tasks or goals Narrative: You are moderately motivated by challenging tasks or projects but may prefer incremental challenges. Your degree of drive to achieve challenging objectives is sufficient.</p>	6.2						
<p><b>Analyzes Pitfalls:</b> The tendency to scrutinize potential difficulties related to a plan or strategy Narrative: You tend to analyze the potential difficulties of plans and strategies. Therefore, you are likely to be reasonably mindful when it comes to making strategic decisions. Your degree of analyzing potential difficulties is sufficient.</p>	7.2						
<p><b>Enthusiastic:</b> The tendency to be eager and excited toward one's own goals Narrative: You tend to be very enthusiastic about your goals. If your goals are in alignment with the organization's objectives, you will probably have a strong drive to achieve those objectives. Your degree of enthusiasm for your goals is sufficient.</p>	8.6						
<p><b>Collaborative:</b> The tendency to collaborate with others when making decisions Narrative: You enjoy collaboration and are probably willing to collaborate with others with regard to making important decisions. Your degree of collaboration is sufficient.</p>	7.7						
<p><b>Computers:</b> The enjoyment of working with electronic machines that calculate, store, or analyze information Narrative: You get little enjoyment from working with computers. Your degree of enjoyment of working with computers is sufficient.</p>	4.4						

## Less important factors that could hinder your enjoyment

These factors relate to areas in which a low interest or enjoyment level could hinder your enjoyment or success in this career, however, a high level of enjoyment or interest is not necessary.

	Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
<b>Organized:</b> The tendency to place and maintain order in an environment or situation Narrative: You tend to be reasonably well organized. Your tendency to be organized is sufficient.	7.4						
<b>Research / learning:</b> The enjoyment of gathering and comprehending new information Narrative: You moderately enjoy researching and learning new information. Your degree of enjoyment of researching and learning new information is sufficient.	6.4						
<b>Planning:</b> The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: You moderately enjoy planning. Your degree of planning is sufficient.	5.6						
<b>Writing / language:</b> The interest in work that involves formulating words to convey meaning (i.e., journalism or translator) Narrative: You are extremely interested in writing or language. Your level of interest in writing or language is sufficient.	10.0						
<b>Artistic:</b> The enjoyment of making things look beautiful or attractive Narrative: You usually enjoy doing artistic tasks. Your degree of enjoyment of artistic tasks is sufficient.	6.8						
<b>Driving:</b> The enjoyment of operating a motor vehicle Narrative: You would dislike a position that requires you to drive a vehicle while working and would also probably greatly dislike long commutes to work. Your degree of enjoyment of driving a vehicle is sufficient.	3.0						
<b>Manages Stress Well:</b> The tendency to deal effectively with strain and difficulty when it occurs Narrative: You are moderately able to manage stress. Your level of ability to manage stress is sufficient.	5.4						




## Potential derailers

These factors relate to areas in which a strong behavioral tendency could hinder your enjoyment and success for this career.

	Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
<b>Defensive:</b> 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: You probably have an extremely slight tendency to be defensive. Your lack of defensiveness will support job satisfaction and will not hinder performance.	1.1						

## Potential derailers

These factors relate to areas in which a strong behavioral tendency could hinder your enjoyment and success for this career.

	Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
<p><b>Blunt:</b> The tendency to be frank or direct while lacking in diplomacy or tact Narrative: You probably do not have a significant degree of being blunt. Your lack of being blunt will support job satisfaction and will not hinder performance.</p>	0.0						
<p><b>Dogmatic:</b> The tendency to be certain of one's own opinions while at the same time not open to different ideas Narrative: You probably do not have a significant degree of being dogmatic. Your lack of being dogmatic will support job satisfaction and will not hinder performance.</p>	0.0						
<p><b>Key factors potentially underutilized in this career</b></p> <p>These factors show areas of your strong passion and ability that are unlikely to be put to full use, and so could hinder your enjoyment and success for this career.</p>							
		Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
<p><b>Food:</b> The interest in work relating to food Narrative: Because this job is unlikely to allow use of this trait very often, it can create a moderate hindrance in your job satisfaction and/or performance.</p>	10.0						
<p><b>Writing / language:</b> The interest in work that involves formulating words to convey meaning (i.e., journalism or translator) Narrative: Because this job is unlikely to allow use of this trait very often, it can create a slight hindrance in your job satisfaction and/or performance.</p>	10.0			