

Report for Andrew Jones

Date of completion 05/05/2015



Job Success Analysis

This introduction enables you to better understand how to get the most from your Harrison Reports.

Your Role, Interactions, and Current Issues

Before reviewing your Harrison Reports, reflect on the following and write down some brief answers:

Your Role: What are your key responsibilities? (For example: Managing others' performance, formulating strategies, innovating, implementing, or selling).

Your Interactions: What types of interactions do you have with others? (For example: brainstorming, holding others' accountable, influencing ideas, making collaborative decisions, providing clarity around objectives or priorities, or responding to others' needs).

Current Issues: Which of your responsibilities do you think are going well? What aspects of your job do you find most challenging? What do you want to improve?

The above issues provide a context for better understanding your reports.

What Harrison Measures

Harrison measures behavioral tendencies, interests, and preferences. We don't put people in boxes with labels like general personality assessments do. The purpose is to help you navigate your career by identifying your key strengths, best roles, and potential derailers.

Enjoyment Performance Theory - The first of two Harrison Theories



When we enjoy a task or behavior, we tend to do it more often and get better at it.

This elicits positive feedback or a sense of satisfaction, reinforcing our enjoyment and tendency. The cycle repeats.

When we don't enjoy a task or behavior, we tend to avoid it and we don't get better at it.

This elicits negative feedback or a sense of dissatisfaction, reinforcing our dislike to be an avoidance. The cycle repeats.

Focus on Trait Definitions

Trait names appearing on the reports have a definition next to it. Focus on the definition because the meaning can often be misinterpreted. What is measured is the definition, not the trait name. For example, Harrison's definition for Assertive is "the tendency to put forth one's own wants and needs". It does not mean being pushy or aggressive.

The Harrison Measurement Scale

Traits are measured on a 2 to 10 scale with your strongest preference and tendency being 10 and your lowest preference and tendency being 2. A score of 6 is the midpoint in which you neither like or dislike that factor. The intensity of the preference/tendency starts from 6 (the midpoint) and accelerates in both directions. A score above 9 indicates an extremely strong preference/tendency and a score below 3 indicates an extremely strong preference not to do it.



Reliability

Each questionnaire result has a reliability percentage, which is displayed in the upper left on the first page of each report. Eighty percent or greater indicates your answers were truthful, self-aware, and you were paying attention.

Highlighted Traits Relate to Your Job

On some reports, factors have highlights indicating a specific job was selected when running the report. If the trait has a **green highlight**, a high score (the higher the better) is likely to contribute to job satisfaction and success for that job. If the trait has a **blue highlight**, a lack of that trait (a score of less than 5) could hinder your satisfaction and success for that job.

Harrison Paradox Theory - The Second of Two Theories

A paradox is two ideas that may appear contradictory but are in fact both true. For example, 'Sometimes less is more' seems contradictory but most people have experienced that fewer words can sometimes communicate more effectively.

This report focuses on 12 pairs of paradoxical traits which may appear to be opposite but are in fact complementary and synergistic. You will have a genuine strength if you are strong on both traits of a paradoxical pair. For example, being both frank and diplomatic is more likely to achieve the goal of getting one's communication across. Conversely, if only one trait of a paradoxical pair is strong, the apparent strength becomes a derailer with likely unintended consequences. For example, frankness without diplomacy is bluntness which is likely to hinder getting one's communication across.

For more information on Harrison Paradox Theory, see the Paradox Report.

REPORT FOR

Andrew Jones

DATE OF COMPLETION

05/05/2015

RELIABILITY - 99.2%

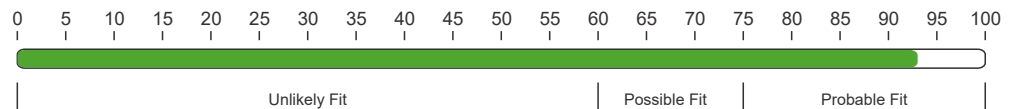
Answers were very likely accurate and truthful

ORGANIZATION

Harrison Assessments

Overall Score

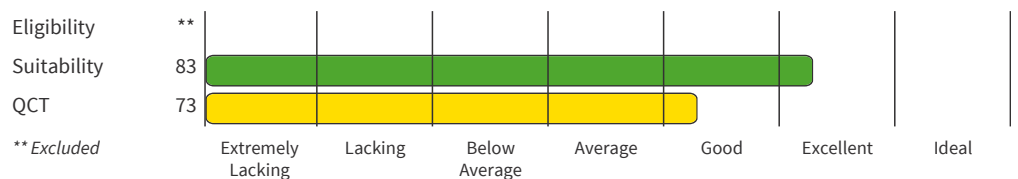
The overall score takes into account all the assessment types you have selected for this job. Each assessment type is then weighted as shown in the Assessment Weighting section. The weighting for the assessment types are used to calculate the Overall Percentage Job Fit.

Overall Percentage of Job Fit = 93%

Assessment Weighting

Eligibility (50%): Your selected weighting for this assessment is 50%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

Suitability (30%): Your selected weighting for this assessment is 30%. 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.

QCT (20%): Your selected weighting for this assessment is 20%. (QCT) measures the ability of an individual to combine logic with numerical reasoning and verbal reasoning to solve problems and make decisions.

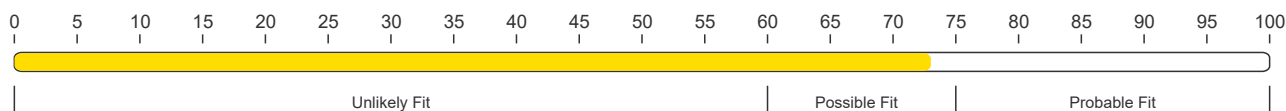
Assessment Scores


Quantitative Critical Thinking

Quantitative Critical Thinking (QCT) assessment is a combination of numerical reasoning, logic, and verbal reasoning. The questions are designed to assess the ability of an individual to analyze quantitative information and apply the appropriate reasoning and skills to solve the problem.

The score below is out of 100 which is based on Andrew's level on the QCT in relationship to the norm and ideal for the job of Advertising Salesperson. There are ten levels of progressive ability as indicated in the column on the right. The column on the left indicates the ideal level, norm, and Andrew's level.

Overall Percentage of Quantitative Thinking = 73%



Quantitative Critical Thinking Levels

	Level 10 The ability to solve complex business or technical problems using logic, geometry, algebra and quadratic equations.
	Level 9 The ability to solve complex business or technical problems using logic and advanced algebra.
	Level 8 The ability to solve business or technical problems using logic and intermediate algebra.
Ideal	Level 7 The ability to solve business or technical problems using logic and basic algebra.
Norm*	Level 6 The ability to solve business or technical problems using logic, percentages and combinations of multiplication, division, addition, and subtraction.
	Level 5 The ability to solve business or technical problems using logic, and combinations of multiplication, division, addition and subtraction.
Level Achieved (4.5)	Level 4 The ability to solve moderately complex business or technical problems using logic and multiplication which is interrelated with addition, and subtraction.
	Level 3 The ability to solve business or technical problems using logic and multiplication.
	Level 2 The ability to solve business or technical problems using a combination of logic, addition, and subtraction.
	Level 1 The ability to solve simple business or technical problems using logic and addition.

* Job type norm n=1393

Andrew has demonstrated the ability to solve moderately complex business or technical problems using logic and multiplication which is interrelated with addition, and subtraction (level 4).

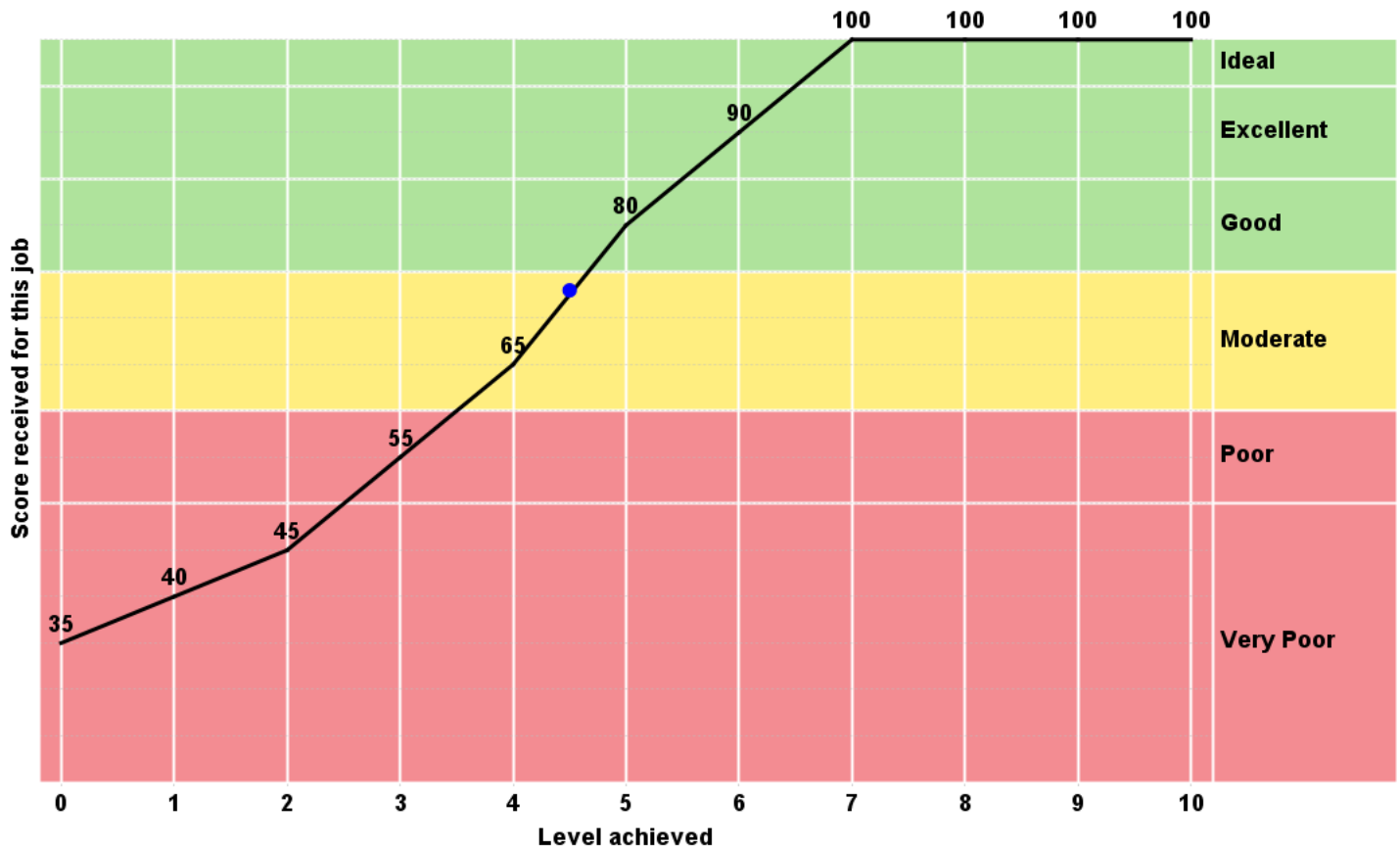
Andrew was partially able to answer the next level and thus his/her level is 4.5.

Quantitative Critical Thinking

The graph below indicates how the 1-100 scoring is achieved for this job. Each QCT level at the bottom is related to the score on the diagonal line above. The colors indicate the meaning of each level.

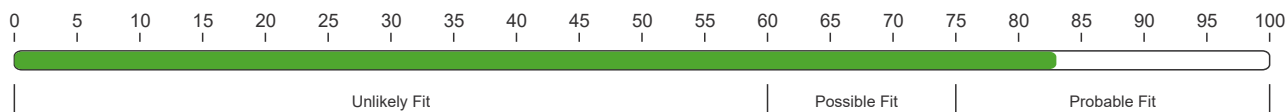
Note that additional points are given for partial completion of the levels and thus the individual's score can be between the numbers on the above table.

Quantitative Critical Thinking



Harrison Assessments Suitability

Overall Percentage of Suitability Fit = 83%



This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor shows the 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 that have been given to each trait in the Job Success Formula setup.

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
Selling: <i>The interest in convincing or influencing others to purchase a product or service</i> Narrative: Andrew is only moderately interested in any aspect of selling. Andrew's level of interest in some aspects of selling will probably have a somewhat negative impact on job satisfaction and/or performance.	5.0												
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: Andrew very often tends to take initiative. This initiative will help him/her to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Andrew's degree of initiative will probably have a somewhat positive impact on job satisfaction and/or performance.	8.7												
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. Andrew's degree of optimism will probably have a somewhat positive impact on job satisfaction and/or performance.	9.5												
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Andrew is very determined and perseveres with a task despite many obstacles. Andrew's tendency to be persistent will probably have a slightly positive impact on job satisfaction and/or performance.	8.6												

Harrison Assessments Suitability

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
Influencing: <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he/she has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his/her ideas to staff, co-workers and/or clients. Andrew's degree of enjoyment of influencing will probably have a slightly positive impact on job satisfaction and/or performance.	8.1												
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His/Her strong drive for achievement will probably be a good example for others. Andrew's degree of drive to achieve challenging objectives will probably have a somewhat positive impact on job satisfaction and/or performance.	9.4												
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. Andrew's degree of enjoyment of analyzing problems is sufficient for this job.	7.5												
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Andrew tends to be quite enthusiastic about his/her goals. If Andrew's goals are in alignment with the organization's objectives, he/she will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his/her goals will probably have a slightly positive impact on job satisfaction and/or performance.	8.2												
Finance / business: <i>The interest in commerce or fiscal management</i> Narrative: Andrew is fairly interested in business or finance. Andrew's level of interest in business or finance is sufficient for this job.	7.0												
Outgoing: <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Andrew enjoys meeting new people and is probably very outgoing. Andrew's enjoyment of new people will probably have a slightly positive impact on job satisfaction and/or performance.	9.2												

Harrison Assessments Suitability






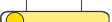

Essential traits		Negative Impact < > Positive Impact									
(in order of importance)		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial
Psychology: <i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i> Narrative: Andrew is extremely interested in psychology. Andrew's level of interest in some aspects of psychology will probably have a somewhat positive impact on job satisfaction and/or performance.		10.0									
Desirable traits		Negative Impact <									
(in order of importance)		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact			
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. Andrew's degree of diplomacy is sufficient for this job.		8.6									
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. Andrew's degree of tolerance of pressure is sufficient for this job.		9.7									
Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. Andrew's degree of self-acceptance is sufficient for this job.		7.0									
Self-improvement: <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself/herself. Andrew's level of interest in self-improvement is sufficient for this job.		6.6									
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he/she were to receive other input before making important strategic decisions Andrew's degree of enjoyment of analyzing potential difficulties is sufficient.		3.8									

Harrison Assessments Suitability

Desirable traits

(in order of importance)

Negative Impact <

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Collaborative: <i>The tendency to collaborate with others when making decisions</i> Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. Andrew's degree of enjoyment from collaborating is sufficient for this job.	4.7						
Computers: <i>The enjoyment of working with electronic machines that calculate, store, or analyze information</i> Narrative: Andrew generally enjoys working with computers. Andrew's degree of enjoyment of working with computers is sufficient for this job.	6.6						
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He/She may do the minimum amount of organizing necessary and may occasionally lose efficiency. Andrew's degree of being organized is sufficient for this job.	3.9						
Research / learning: <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his/her work. Andrew's degree of enjoyment of researching and learning new information will probably have a slightly negative impact on job satisfaction and/or performance.	3.4						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. Andrew's degree of enjoyment of planning is sufficient for this job.	4.7						
Writing / language: <i>The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)</i> Narrative: Andrew has very little or no interest in writing or language. Andrew's level of interest in writing or language will probably have a somewhat negative impact on job satisfaction and/or performance.	2.0						
Artistic: <i>The enjoyment of making things look beautiful or attractive</i> Narrative: Andrew only moderately enjoys doing artistic tasks. Andrew's degree of enjoyment of artistic tasks is sufficient for this job.	5.4						

Harrison Assessments Suitability

Desirable traits

(in order of importance)

Negative Impact <

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Driving: <i>The enjoyment of operating a motor vehicle</i> Narrative: Andrew usually prefers not to have to drive a vehicle while working. Andrew's degree of enjoyment of driving a vehicle is sufficient for this job.	4.0						
Manages Stress Well: <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. Andrew's level of ability to manage stress is sufficient.	4.5						
Teaching: <i>The enjoyment of instructing, training, or educating others</i> Narrative: Andrew is moderately interested in teaching or instructing others. Andrew's level of interest in teaching or instructing others is sufficient for this job.	5.8						

Traits to avoid

(in order of importance)

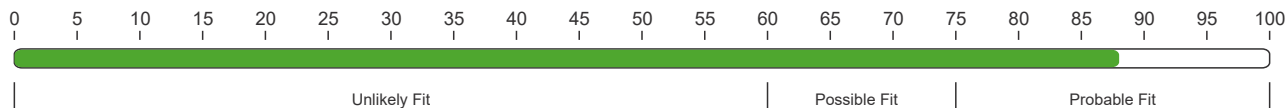
Negative Impact <

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Andrew probably does not have a significant degree of defensiveness. Andrew's degree of defensiveness will NOT hinder performance.	0.3						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.	0.0						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Andrew probably does not have a significant degree of being dogmatic. Andrew's degree of being dogmatic will NOT hinder performance.	0.0						

Interview Suitability

This assessment is based on the suitability scores given to Andrew during the interview. The score next to each factor below is the score Andrew has received for that factor. The impact graph below reflects how each factor will impact the overall Harrison Assessments Suitability score. The number in parenthesis is the Harrison Assessments Suitability score for comparison.

Overall Percentage of Suitability Fit = 88%



Essential Questions

Essential questions are questions related to the suitability traits that you designated as essential.

Negative Impact < > Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
Selling: <i>In what ways have you demonstrated an interest in selling?</i> Look for: Andrew's interest in ANY type of selling and a history of activity that demonstrates it.	9.0 (5.0)											
Takes Initiative: <i>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.</i> Look for: Andrew's degree of initiative and appropriateness of initiative.	8.0 (8.7)											
Optimistic: <i>Tell me a recent example of you believing your future will be positive.</i> Look for: A genuine feeling of optimism.	9.0 (9.5)											
Persistent: <i>Tell me a time in which you demonstrated determination to overcome a difficult obstacle.</i> Look for: The difficulty of the obstacle and the degree of determination demonstrated.	9.0 (8.6)											
Influencing: <i>Give me an example of a work situation in which you were particularly persuasive.</i> Look for: Andrew's enjoyment of being persuasive, his/her comfort with being persuasive, and especially the degree of persuasiveness he/she exhibited.	9.0 (8.1)											

Interview Suitability

Essential Questions

Essential questions are questions related to the suitability traits that you designated as essential.

Negative Impact < > Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
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, Andrew's degree of motivation related to challenges, and especially the relevance of the challenges to this position.	8.0 (9.4)											
Psychology: In what ways have you demonstrated an interest in psychology? Look for: Andrew's interest in ANY type of psychology and a history of activity that demonstrates it.	9.0 (10.0)											
Finance / business: In what ways have you demonstrated an interest in business or finance? Look for: Andrew's interest in business OR finance and a history of activity that demonstrates it.	9.0 (7.0)											
Analytical: Tell me a time you enjoyed analyzing a problem and you were particularly effective. Look for: Andrew's degree of enjoyment, the difficulty of the problem, and the degree of resolution achieved.	9.0 (7.5)											
Enthusiastic: Tell me your most important goals and how you feel about them. Look for: Andrew's clarity of the goals, his/her degree of achievement necessary to accomplish the goals, his/her degree of enthusiasm toward the goals, and especially the relevance of his/her goals to the position.	9.0 (8.2)											
Outgoing: Tell me a example of you enjoying meeting many new people. In what ways did you initiate the interactions? Look for: Andrew's degree of enjoyment related to meeting new people and the degree of interaction he/she initiated.	9.0 (9.2)											