

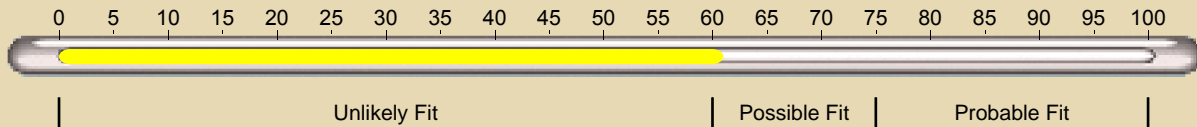
## Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor shows the applicant's score as calculated for each trait.

The green, yellow or red ball in each graph indicates the degree of positive (green) or negative (yellow and red) impact that the factor is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the factor can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars are determined by the weightings you have given to each trait in the Job Success Formula setup.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

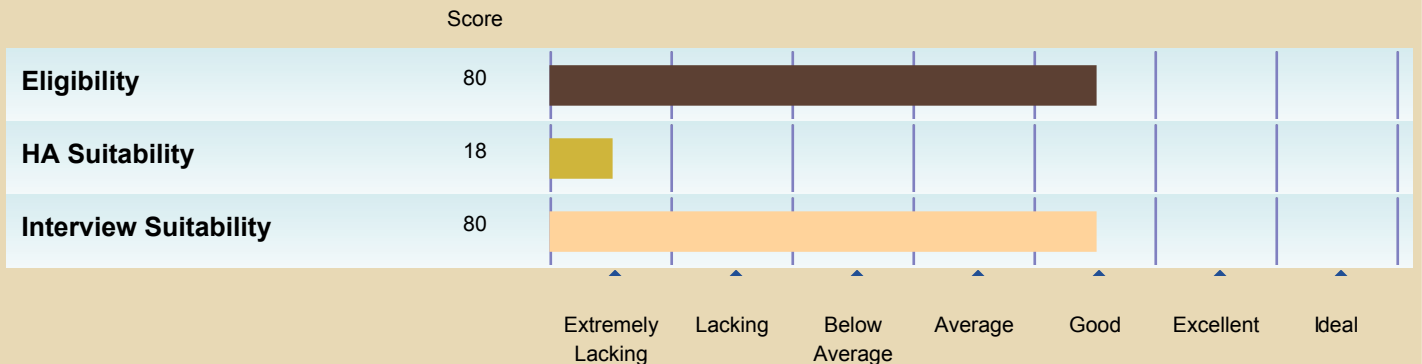
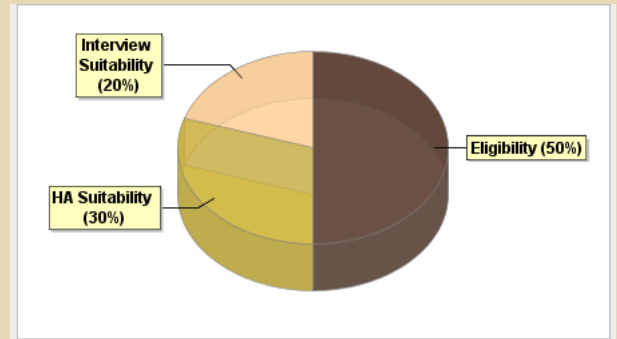
### Overall Percentage of Job Fit = 61%



**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.

**HA 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.

**Interview Suitability (20%):** Your selected weighting for this assessment is 20%. This assessment is based on the suitability scores given to Andrew during the interview using the Harrison Assessments interview guide.



## Harrison Assessments Suitability

### Essential traits (in order of importance)

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

Negative Impact   Positive Impact

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

#### Analytical:

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

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



#### Organized:

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

Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others. Andrew's degree of organization will probably have a negative impact on job satisfaction and/or performance.

3.9



#### Takes Initiative:

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

Narrative: Andrew very often tends to take initiative. This initiative will help him 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 slightly positive impact on job satisfaction and/or performance.

8.7



#### Wants Challenge:

The willingness to attempt difficult tasks or goals

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 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 slightly positive impact on job satisfaction and/or performance.

9.4



#### Wants To Lead:

The desire to be in a position to direct or guide others

Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. Andrew's degree of willingness to be in a leadership position will probably have a slightly positive impact on job satisfaction and/or performance.

9.2



#### Analyzes Pitfalls:

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

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 were to receive other input before making important strategic decisions. Andrew's degree of enjoyment of analyzing potential problems will probably have a somewhat negative impact on job satisfaction and/or performance.

3.8










## Harrison Assessments Suitability

### Essential traits (in order of importance)

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

Negative Impact   Positive Impact


	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p><b>Authoritative:</b> The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. Andrew's degree of enjoyment of having decision-making authority will probably have a slightly positive impact on job satisfaction and/or performance.</p>	8.6											
<p><b>Planning:</b> The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary Andrew's degree of enjoyment of planning will probably have a somewhat negative impact on job satisfaction and/or performance.</p>	4.7											
<p><b>Pressure Tolerance:</b> The level of comfort related to working under deadlines and busy schedules Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. Andrew's degree of tolerance of pressure will probably have a slightly positive impact on job satisfaction and/or performance.</p>	9.7											
<p><b>Collaborative:</b> The tendency to collaborate with others when making decisions 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 of collaborating will probably have a slightly negative impact on job satisfaction and/or performance.</p>	4.7											
<p><b>Enthusiastic:</b> The tendency to be eager and excited toward one's own goals Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his goals is sufficient for this job.</p>	8.2											
<p><b>Finance / business:</b> The interest in commerce or fiscal management Narrative: Andrew is fairly interested in business or finance. Andrew's level of interest in business or finance is sufficient for this job.</p>	7.0											
<p><b>Frank:</b> The tendency to be straightforward, direct, to the point, and forthright Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. Andrew's degree of frankness is sufficient for this job.</p>	7.1											

## Harrison Assessments Suitability

### Essential traits (in order of importance)

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

Negative Impact 

Positive Impact 

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p><b>Influencing:</b> The tendency to try to persuade others Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. Andrew's degree of enjoyment of influencing is sufficient for this job.</p>	8.1			[Progress bar from Substantial to Slight]								
<p><b>Persistent:</b> The tendency to be tenacious despite encountering significant obstacles Narrative: Andrew is very determined and perseveres with a task despite many obstacles. Andrew's degree of enjoyment of persistence will probably have a slightly positive impact on job satisfaction and/or performance.</p>	8.6			[Progress bar from Substantial to Moderate]								
<p><b>Tolerance Of Bluntness:</b> The level of comfort related to receiving abrupt or frank communications from others Narrative: Andrew is quite tolerant of people who are blunt. Andrew's degree of tolerance of bluntness is sufficient for this job.</p>	7.8			[Progress bar from Substantial to Slight]								

### 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 









	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Diplomatic:</b> The tendency to state things in a tactful manner 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.</p>	8.6			[Progress bar from Substantial to Slight]			
<p><b>Enlists Cooperation:</b> The tendency to invite others to participate in or join an effort Narrative: Andrew only moderately enjoys enlisting the co-operation of others. Andrew's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.</p>	5.0			[Progress bar from Substantial to Slight]			
<p><b>Intuitive:</b> The tendency to use hunches to help make decisions (not necessarily intuitive capabilities) Narrative: Andrew uses intuition or hunches to help make decisions. Andrew's degree of enjoyment of using intuition is sufficient for this job.</p>	6.6			[Progress bar from Substantial to Slight]			
<p><b>Optimistic:</b> The tendency to believe the future will be positive 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 is sufficient for this job.</p>	9.5			[Progress bar from Substantial to Slight]			

## Harrison Assessments Suitability

### Desirable traits (in order of importance)

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

Negative Impact 









	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Precise:</b> The enjoyment of work that requires being exact and the tendency to be detail oriented Narrative: Andrew strongly dislikes having to do precision tasks. He strongly prefers not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail. Andrew's degree of enjoyment of precision tasks will probably have a negative impact on job satisfaction and/or performance.</p>	2.3						
<p><b>Public Speaking:</b> The enjoyment of presenting or articulating information to groups of people Narrative: Andrew generally enjoys making presentations to groups and is probably reasonably comfortable doing so. Andrew's degree of enjoyment of making presentations to groups is sufficient for this job.</p>	6.5						
<p><b>Research / learning:</b> The enjoyment of gathering and comprehending new information Narrative: Andrew does not enjoy having to research or learn new information as part of his work. Andrew's degree of enjoyment of researching and learning new information will probably have a somewhat negative impact on job satisfaction and/or performance.</p>	3.4						
<p><b>Self-acceptance:</b> The tendency to like oneself ("I'm O.K. the way I am") 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.</p>	7.0						
<p><b>Self-improvement:</b> The tendency to attempt to develop or better oneself Narrative: Andrew has an intention to improve himself. Andrew's level of interest in self-improvement is sufficient for this job.</p>	6.6						
<p><b>Experimenting:</b> The tendency to try new things and new ways of doing things Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. Andrew's degree of enjoyment of experimentation is sufficient for this job.</p>	6.4						
<p><b>Systematic:</b> The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. Andrew's degree of being systematic is sufficient for this job.</p>	4.1						
<p><b>Assertive:</b> The tendency to put forward personal wants and needs Narrative: Andrew moderately puts forward his own needs. Andrew's degree of assertiveness is sufficient for this job.</p>	4.9						

## Harrison Assessments Suitability

### Desirable traits (in order of importance)

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

Negative Impact 

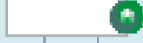

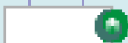


	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Manages Stress Well:</b> The tendency to deal effectively with strain and difficulty when it occurs Narrative: Andrew is moderately able to manage stress. Andrew's level of ability to manage stress is sufficient.</p>	4.5						
<p><b>Numerical:</b> The enjoyment of counting, calculating, or analyzing quantities using mathematics Narrative: Andrew enjoys working with numbers. Andrew's degree of enjoyment of working with numbers is sufficient for this job.</p>	8.0						
<p><b>Open / reflective:</b> The tendency to reflect on many different viewpoints Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. Andrew's degree of enjoyment of reflecting on different ideas and opinions is sufficient.</p>	8.2						
<p><b>Outgoing:</b> The tendency to be socially extroverted and the enjoyment of meeting new people Narrative: Andrew enjoys meeting new people and is probably very outgoing. Andrew's degree of enjoyment of meeting new people is sufficient for this job.</p>	9.2						
<p><b>Teaching:</b> The enjoyment of instructing, training, or educating others 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.</p>	5.8						
<p><b>Writing / language:</b> The interest in work that involves formulating words to convey meaning (i.e., journalism or translator) 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.</p>	2.0						
<p><b>Effective Enforcing:</b> The tendency to skillfully correct others when they are violating rules or performing poorly Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. Andrew's degree of willingness to enforce rules is sufficient for this job.</p>	5.0						
<p><b>Certain:</b> The tendency to feel confident in one's opinions Narrative: Andrew is fairly certain of his opinions. Andrew's degree of certainty about his opinions is sufficient.</p>	6.8						

## Harrison Assessments Suitability

### Desirable traits (in order of importance)

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



Negative Impact 

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Handles Conflict:</b> The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. Andrew's level of ability to deal with conflict is sufficient for this job.</p>	8.7						
<p><b>Helpful:</b> The tendency to respond to others' needs and assist or support others to achieve their goals Narrative: Andrew tends to be extremely helpful and conscious of others' needs. Andrew's degree of helpfulness is sufficient for this job.</p>	9.9						
<p><b>Warmth / empathy:</b> The tendency to express positive feelings and affinity toward others Narrative: Andrew frequently expresses warmth and empathy. Andrew's degree of expressing warmth and empathy is sufficient for this job.</p>	9.9						
<p><b>Relaxed:</b> The tendency to feel at ease or calm while working Narrative: Andrew is probably only moderately relaxed while working and may at times be a little tense. Andrew's degree of being relaxed and easy-going is sufficient for this job.</p>	5.2						
<p><b>Tolerance Of Structure:</b> The tolerance of following rules, schedules, and procedures created by someone else Narrative: Andrew may dislike having to follow extensive rules and procedures set by someone else and thus may sometimes neglect to follow them. Andrew's degree of tolerance of structure is sufficient for this job.</p>	3.3						

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

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

Negative Impact 







	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Blindly Optimistic:</b> The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analyzing the potential difficulties. Andrew may cause difficulties as a result of being blindly optimistic unless others are consulted related to important decisions. Andrew's degree of being blindly optimistic will probably have a negative impact on job satisfaction and/or performance.</p>	5.7						
<p><b>Blunt:</b> The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.</p>	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 

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><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: Andrew probably does not have a significant degree of defensiveness. Andrew's degree of defensiveness will NOT hinder performance.</p>	0.3						
<p><b>Impulsive:</b> The tendency to take risks without sufficient analysis of the potential difficulties Narrative: Andrew probably has a tendency to take risks without sufficiently analyzing the potential problems. Andrew may cause difficulties by taking unwise or unnecessary risks unless others are involved with key decisions. Andrew's degree of being impulsive when making decisions will probably have a somewhat negative impact on job satisfaction and/or performance.</p>	5.4						
<p><b>Authoritarian:</b> The tendency to make decisions without collaborating with others Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. Andrew's degree of being authoritarian when enforcing rules will NOT hinder performance.</p>	3.9						
<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: Andrew probably does not have a significant degree of being dogmatic. Andrew's degree of being dogmatic will NOT hinder performance.</p>	0.0						
<p><b>Forceful Enforcing:</b> The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation Narrative: Andrew probably does not have a significant degree of being forceful when enforcing rules. Andrew's degree of being forceful when enforcing rules will NOT hinder performance.</p>	0.0						
<p><b>Harsh:</b> The tendency to be overly strict or punitive when enforcing rules and procedures Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. Andrew's degree of harshness will NOT hinder performance.</p>	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 




	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Insensitive:</b> The tendency to be assertive with one's own needs while lacking sufficient warmth for others Narrative: Andrew probably does not have a significant degree of being insensitive. Andrew's degree of being insensitive will NOT hinder performance.</p>	0.0						
<p><b>Pay Minus Motivation:</b> The tendency to have a strong desire for money while lacking the personal drive necessary to earn it Narrative: Andrew probably does not have a significant degree of having a desire for high pay that is greater than his level of motivation. Andrew's level of motivation as compared to his desire for high pay will support job satisfaction and will NOT hinder performance.</p>	0.0						
<p><b>Permissive:</b> The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. Andrew's degree of being permissive will probably have a negative impact on job satisfaction and/or performance.</p>	6.8						
<p><b>Precise But Slow:</b> The tendency to be exact but not paying sufficient attention to productivity Narrative: Andrew probably does not have a significant degree of focusing on details to the extent of slowing productivity Andrew's degree of being precise but slow will NOT hinder performance.</p>	0.0						
<p><b>Self-critical:</b> Disliking oneself in the context of self-improvement Narrative: Andrew probably does not have a significant degree of self-criticalness. Andrew's degree of self-criticalness will NOT hinder performance.</p>	0.0						
<p><b>Skeptical:</b> The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Andrew probably does not have a significant degree of skepticism. Andrew's degree of being skeptical will NOT hinder performance.</p>	0.0						
<p><b>Dominating:</b> The tendency to be assertive with one's own needs while failing to respond to other people's needs Narrative: Andrew probably does not have a significant degree of being dominating. Andrew's degree of being dominating will NOT hinder performance.</p>	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 

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p><b>Evasive:</b> The tendency to be tactful without being sufficiently direct Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. Andrew's degree of being evasive will NOT hinder performance.</p>	1.5						
<p><b>Fast But Imprecise:</b> The tendency to be productive but not paying sufficient attention to detail Narrative: Andrew probably has an extremely strong tendency to be fast but imprecise. Andrew may create problems with quality of output unless monitoring is applied. Andrew's degree of being fast but imprecise will probably have a somewhat negative impact on job satisfaction and/or performance.</p>	7.9						
<p><b>Rebellious Autonomy:</b> The tendency to attempt to gain freedom from authority without taking sufficient and appropriate initiative Narrative: Andrew probably does not have a significant degree of rebellious autonomy. Andrew's degree of rebellious autonomy will NOT hinder performance.</p>	0.9						

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

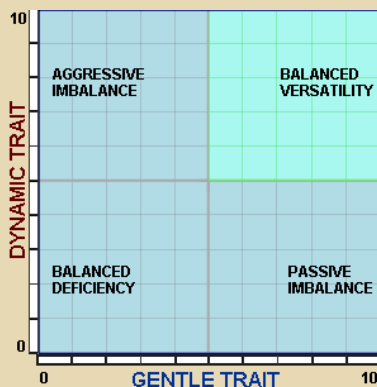


Figure 2

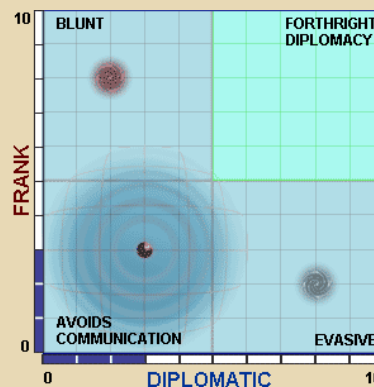


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive 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 questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.



## INTERPERSONAL

## ACHIEVEMENT

## LEADERSHIP

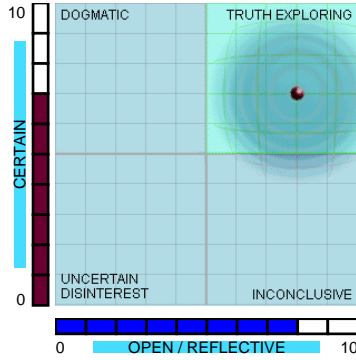
INITIATING

MOTIVATING

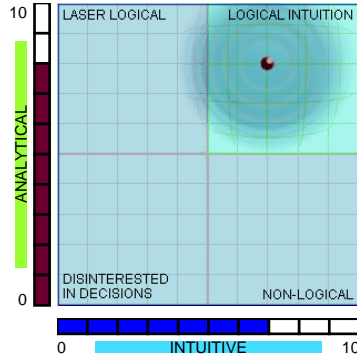
IMPLEMENTING

MAINTAINING

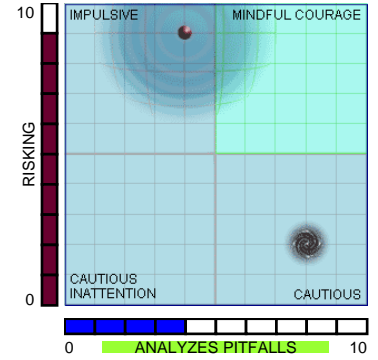
### OPINIONS



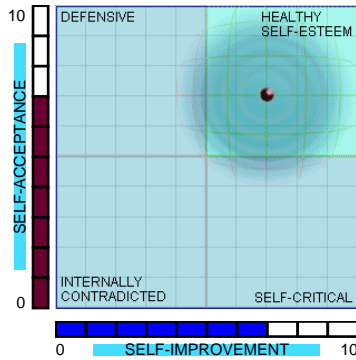
### DECISION APPROACH



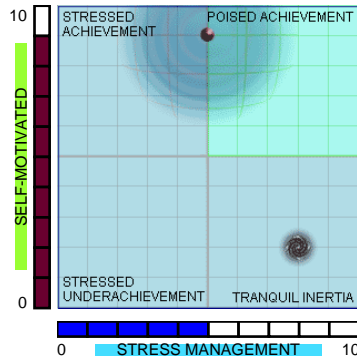
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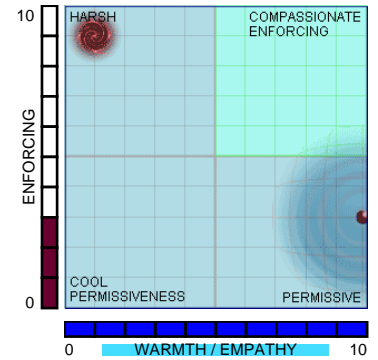
### SELF



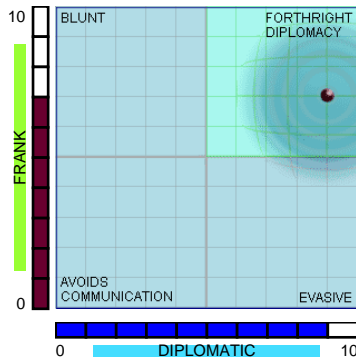
### MOTIVATION



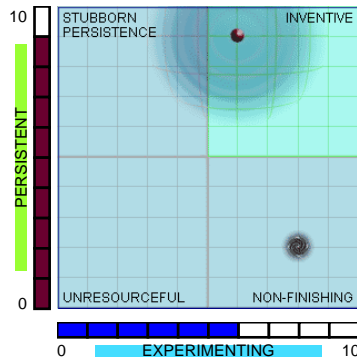
### DRIVING



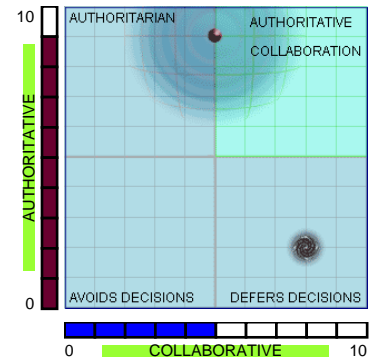
### COMMUNICATION



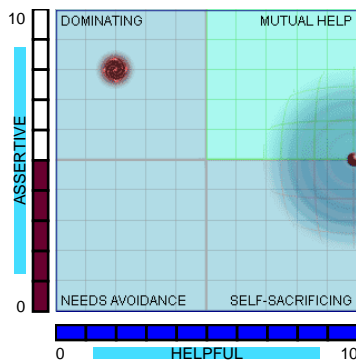
### INNOVATION



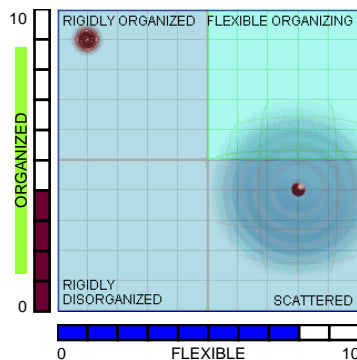
### DELEGATION



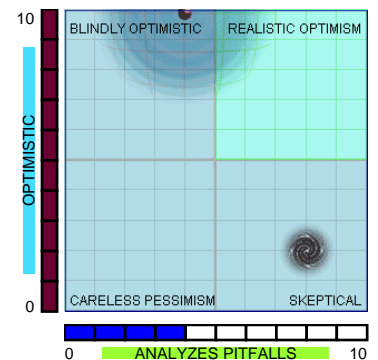
### POWER



### ORGANIZATION

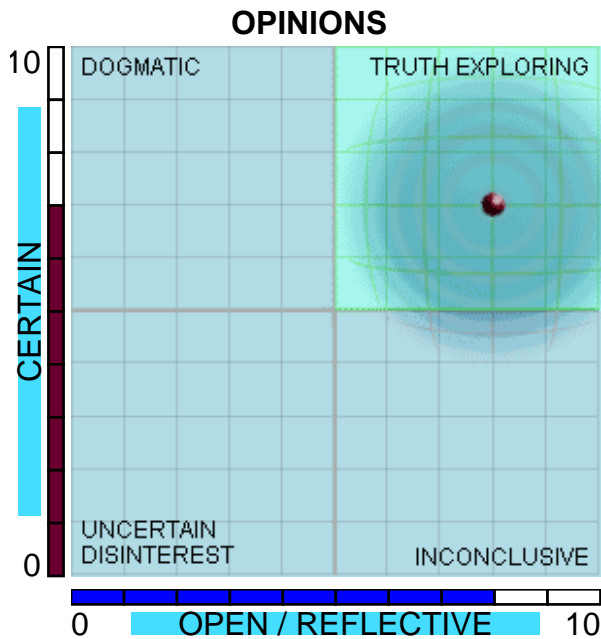


### STRATEGIC ACUMEN



Essential Trait on this template

Desirable Trait on this template



*"Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge."*

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

**CERTAIN**

The tendency to feel confident in one's opinions

**OPEN / REFLECTIVE**

The tendency to reflect on many different viewpoints

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

**TRUTH EXPLORING** - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective)

**INCONCLUSIVE** - The tendency to lack certainty in ones opinions while at the same time being very open to the ideas of others (Low Certain and High Open / reflective)

**DOG M A T I C** - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open / reflective)

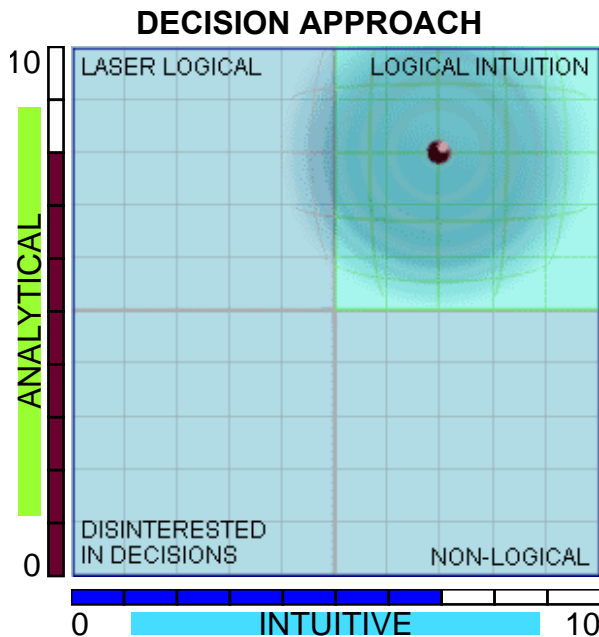
**U N C E R T A I N D I S I N T E R E S T** - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

**Your tendencies for this paradox are:**

You are reasonably certain of your opinions.

You enjoy reflecting on different ideas and opinions and you are generally open-minded. You are likely to be 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 of your opinions, you consider different ideas before coming to a conclusion. As a result, your conclusions are thoughtful and well considered. Although you are reasonably certain, you are quick to change your opinion if a better idea is presented. Even though you are open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. Your preferred behavioral range (large blue area) is mostly in the truth explorer quadrant because you search for greater clarity of understanding.



*"Use your logical mind to work out your day to day issues, but use your inner vision to guide your direction."*

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

### ANALYTICAL

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

### INTUITIVE

The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

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

**LOGICAL INTUITION** - The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

**NON-LOGICAL** - The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive)

**LASER LOGICAL** - The tendency to be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive)

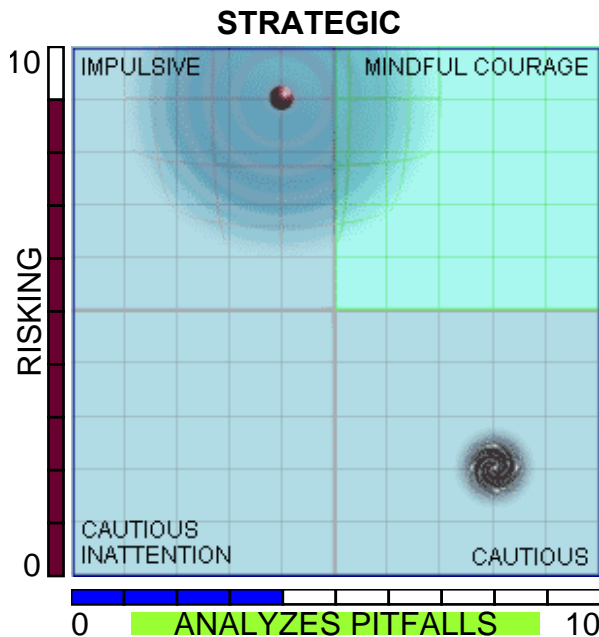
**DISINTERESTED IN DECISIONS** - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

**Your tendencies for this paradox are:**

You tend to analyze problems and decisions and you enjoy doing it.

You generally tend to use intuition or hunches to help make decisions.

Even though you tend to be analytical, you also generally tend to be intuitive. As a result, you are probably reasonably 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 usually gives you a good insight into situations and problems. Your preferred behavioral range is mostly in the logical intuition quadrant reflecting the above.



*"Have the courage to pursue success, but understand and manage your risks."*

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

### RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

### ANALYZES PITFALLS

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

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

**MINDFUL COURAGE** - The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls)

**CAUTIOUS** - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks (Low Risking and High Analyzes Pitfalls)

**IMPULSIVE** - The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyzes Pitfalls)

**CAUTIOUS INATTENTION** - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

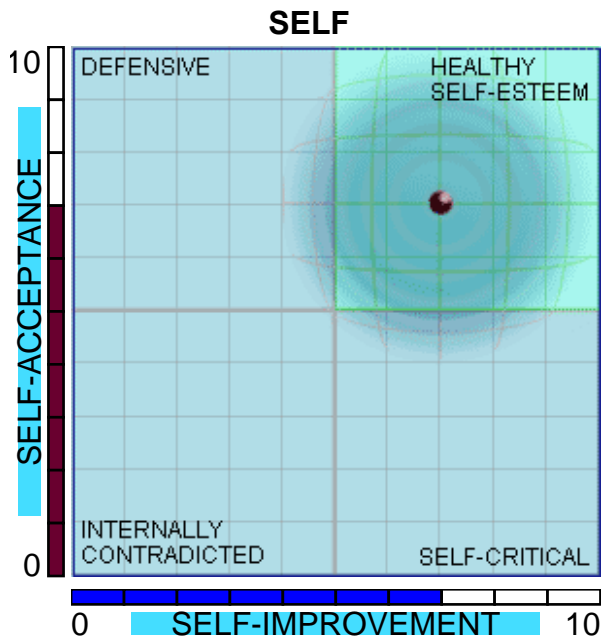
**Your tendencies for this paradox are:**

You are very willing to take business risks.

You may prefer not to have to analyze the potential difficulties of plans and strategies and you may sometimes neglect to do so.

You have a strong desire to feel the thrill of risk taking. However, you probably tend to give only minimal analysis to the potential pitfalls. You will benefit from input from others who are more strategically analytical. If you receive feedback and adjust your strategies accordingly, your ventures could be successful and have large pay-offs. However, you will need to discipline yourself to accept advice related to taking precautions. If you make important decisions on your own, you may take risks quite impulsively as indicated by the range of behavior (large blue area) focusing on the impulsive quadrant. The dark circle in the lower right indicates there may also be a cautious aspect to your personality. Your need for risk may be a compensation for caution or fear. Can you identify it?





*"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed through self-inquiry which ultimately leads to discovering the full impact of one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."*

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

### SELF-ACCEPTANCE

The tendency to like oneself ("I'm O.K. the way I am")

### SELF-IMPROVEMENT

The tendency to attempt to develop or better oneself

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

**HEALTHY SELF-ESTEEM** - The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement)

**SELF-CRITICAL** - Disliking oneself in the context of self-improvement (Low Self-acceptance and High Self-improvement)

**DEFENSIVE** - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") (High Self-acceptance and Low Self-improvement)

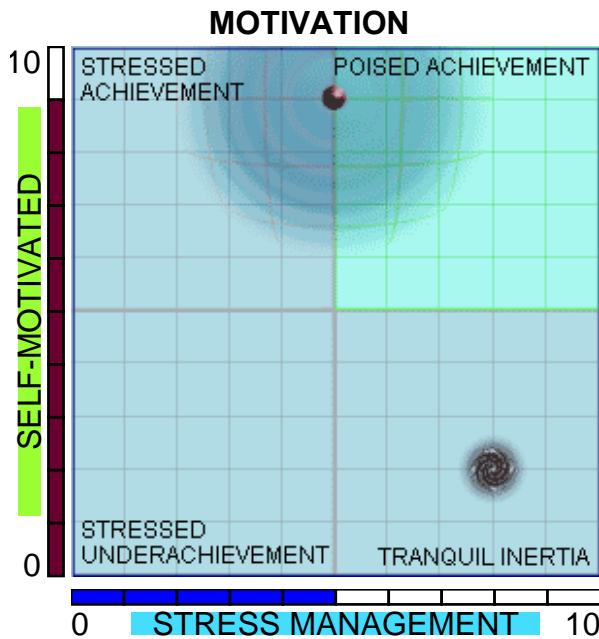
**INTERNALLY CONTRADICTED** - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

### Your tendencies for this paradox are:

You tend to be reasonably self-accepting.

You have an intention to improve yourself.

Your interest in self-improvement combined with a reasonable level of self-acceptance reflects a reasonably healthy self-esteem. You are usually open to corrective feedback and willing to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you. Thus, most of your preferred behavioral range (large blue area) appears in the upper right quadrant. The behavioral range only partially extends to the defensive or self-critical quadrants indicating you only occasionally exhibit those behaviors.



*"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."*

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

### SELF-MOTIVATED

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

### STRESS MANAGEMENT

The tendency to be relaxed and manage stress well when it occurs

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

**POISED ACHIEVEMENT** - The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-motivated and High Stress Management)

**TRANQUIL INERTIA** - The tendency to be relaxed and easy-going while at the same time lacking in self-motivation (Low Self-motivated and High Stress Management)

**STRESSED ACHIEVEMENT** - The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress (High Self-motivated and Low Stress Management)

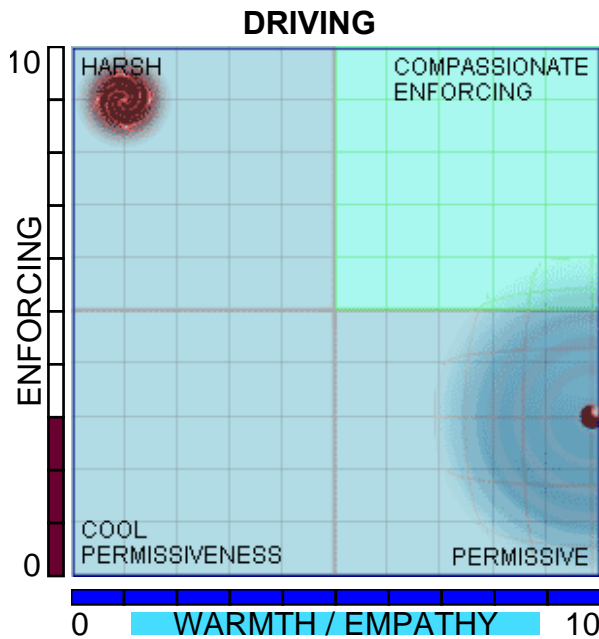
**STRESSED UNDERACHIEVEMENT** - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

**Your tendencies for this paradox are:**

You are very self-motivated

You may at times be somewhat stressed, but it is usually not a significant problem.

Your very high level of self-motivation combined with only a moderate level of stress management indicates that although you probably accomplish a great deal, you may experience some stress in the process. This is reflected in your preferred behavioral range (indicated by the large blue circle) being half in the poised achievement quadrant and half in the stressed achievement quadrant. The dark circle in the lower right indicates your desire to achieve is significantly greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work.



*"Only a person with a kind heart can administer discipline that is beneficial to others."*

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

### ENFORCING

The tendency to insist upon necessary rules being followed

### WARMTH / EMPATHY

The tendency to express positive feelings and affinity toward others

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

**COMPASSIONATE ENFORCING** - The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth / empathy)

**PERMISSIVE** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior (Low Enforcing and High Warmth / empathy)

**HARSH** - The tendency to be overly strict or punitive when enforcing rules and procedures (High Enforcing and Low Warmth / empathy)

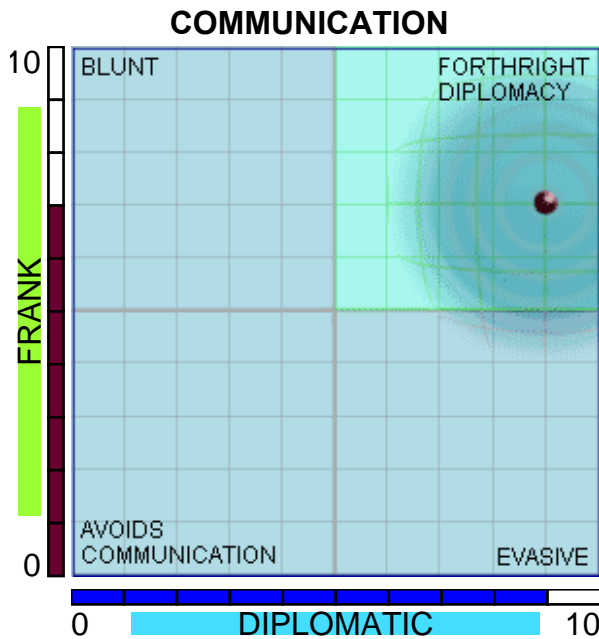
**COOL PERMISSIVENESS** - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

**Your tendencies for this paradox are:**

You may prefer not to have to enforce rules and you may sometimes neglect to do so even when it is necessary.

You tend to frequently express warmth and empathy.

The combination of being extremely warm and empathetic while strongly preferring not to have to enforce rules indicates that you probably tend to be extremely permissive or lenient when it comes to enforcing rules or giving discipline. This is reflected in your preferred behavioral range (large blue area) being almost entirely in the permissive quadrant and only slightly in the compassionate enforcer quadrant. The red circle in the upper left indicates that under stress, your behavior may 'flip' and you may react harshly if someone tries to take advantage of your leniency.



*"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)

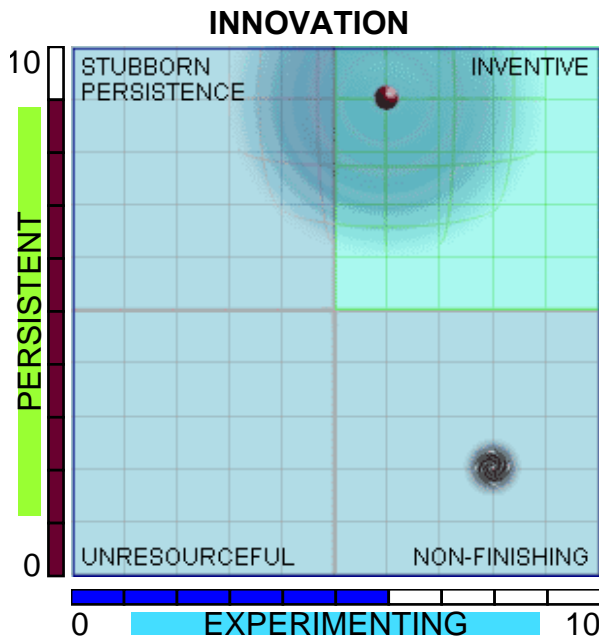
**AVOIDS COMMUNICATION** - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

**Your tendencies for this paradox are:**

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

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

Your reasonable level of frankness combined with your very high level of diplomacy helps you to maintain good communication with your co-workers. This communication skill helps you to communicate diplomatically and straightforwardly at the same time. In addition, you can be either diplomatic or frank as the situation requires. Most people appreciate your authenticity and respectfulness. Your preferred behavioral range (large blue area) is mostly in the forthright diplomacy quadrant, indicating that most of the time, you tend to be a good communicator.



*"The key to invention is to have focused determination while letting the imagination run wild."*

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

### **PERSISTENT**

The tendency to be tenacious despite encountering significant obstacles

### **EXPERIMENTING**

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

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

**INVENTIVE** - The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

**NON-FINISHING** - The tendency to experiment with many different things without persisting in a single direction (Low Persistent and High Experimenting)

**STUBBORN PERSISTENCE** - The tendency to tenaciously pursue the same course of action without experimenting with different ways of accomplishing the objective (High Persistent and Low Experimenting)

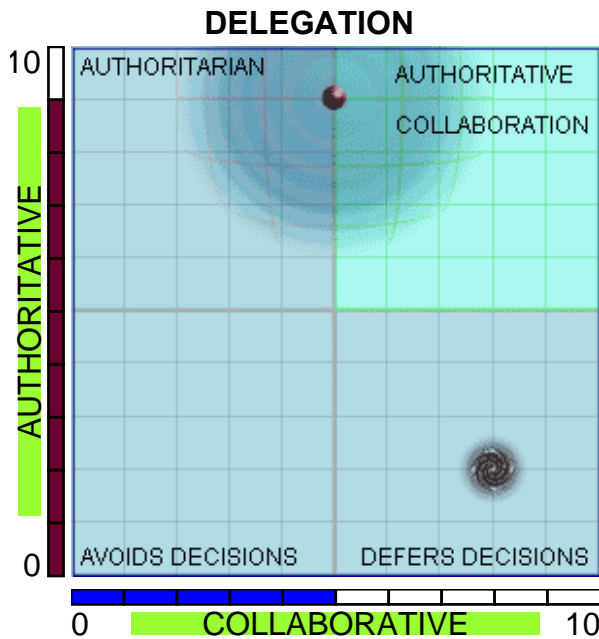
**UNRESOURCEFUL** - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

**Your tendencies for this paradox are:**

You tend to be very determined and persevering with a task despite many obstacles.

You moderately enjoy trying new things and may at times experiment with new ways of doing things.

Your very high level of persistence enables you to drive projects to completion with unusual determination. Your persistence is a little stronger than your creative experimentation indicating that you favor an approach that is tried and tested. However, it also indicates you may persist with something a little beyond what is appropriate. Consequently you may hinder your inventiveness by maintaining a particular approach for too long. This is reflected in your preferred behavioral range (large blue area) being mostly in the inventive quadrant and partially in the stubborn persistence quadrant. The small dark circle in the lower right indicates that your slight over-emphasis on persistence could occasionally hinder your progress.



*"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."*

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

### **AUTHORITATIVE**

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

### **COLLABORATIVE**

The tendency to collaborate with others when making decisions

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

**AUTHORITATIVE COLLABORATION** - The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative)

**DEFERS DECISIONS** - The tendency to avoid making decisions by referring them to others (Low Authoritative and High Collaborative)

**AUTHORITARIAN** - The tendency to make decisions without collaborating with others (High Authoritative and Low Collaborative)

**AVOIDS DECISIONS** - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

**Your tendencies for this paradox are:**

You have a strong desire to have decision-making authority and are very willing to accept decision-making responsibility.

You may only moderately enjoy collaboration and may give only moderate importance to collaborating with others when making important decisions.

Your strong willingness to accept decision-making authority enables you to take charge and accept full responsibility for decisions that need to be made. However, you may tend to be only moderately collaborative. Thus, your desire for authority is stronger than your willingness to collaborate. Consequently, you may tend to be somewhat over-controlling with regard to decisions. This could hinder you from receiving valuable input that could improve the quality of your decisions. It could also at times hinder the motivation of others by limiting their level of participation. Your preferred behavioral range (large blue area) is half in the authoritative collaboration quadrant indicating that you often collaborate while accepting responsibility. It is also half in the authoritarian quadrant indicating you may also sometimes over-control the decision-making process. The dark circle in the lower right indicates that when things go wrong, you



## Paradox Graph

Andrew Jones

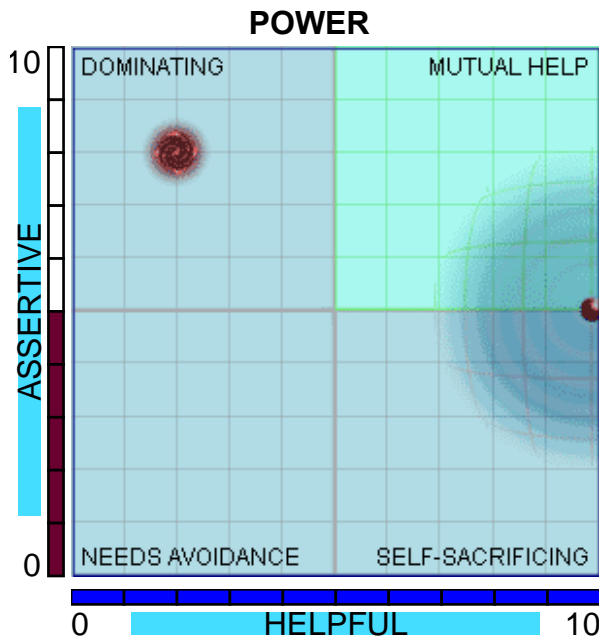
For Workplace Catalysts LLP

Compared to: Program Manager.. #WO016-004 v15/04/2013

Completed: 15/09/2013

### Your tendencies for this paradox are:

may sometimes be reluctant to accept full accountability for the problem.



*"Enduring and positive relationships are a result of meeting mutual needs."*

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

### ASSERTIVE

The tendency to put forward personal wants and needs

### HELPFUL

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

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

**MUTUAL HELP** - The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful)

**SELF-SACRIFICING** - The tendency to respond to others' needs at the expense of one's own needs (Low Assertive and High Helpful)

**DOMINATING** - The tendency to be assertive with one's own needs while failing to respond to other people's needs (High Assertive and Low Helpful)

**NEEDS AVOIDANCE** - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

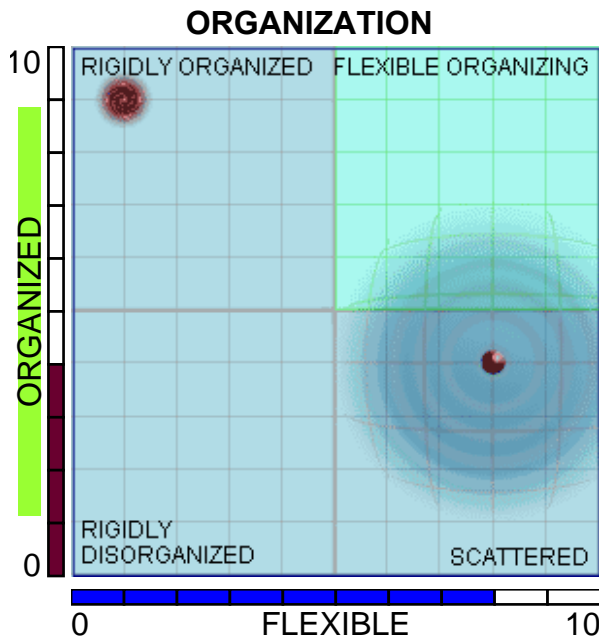
**Your tendencies for this paradox are:**

You may only moderately put forward your own needs.

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. By moderately expressing your own needs and being extremely helpful, you tend to establish good working relationships with your co-workers. Your supportiveness is likely to be appreciated. However, your tendency to be helpful is greater than your assertion of your own needs and thus, you may tend to be self-sacrificing. Your preferred behavioral range (large blue area) is partially in the mutual help quadrant and partially in the self-sacrificing quadrant indicating the above. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.





*"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant change."*

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

### ORGANIZED

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

### FLEXIBLE

The tendency to easily adapt to change

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

**FLEXIBLE ORGANIZING** - The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible)

**SCATTERED** - The tendency to be disorganized while at the same time enjoying and pursuing change (Low Organized and High Flexible)

**RIGIDLY ORGANIZED** - The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes (High Organized and Low Flexible)

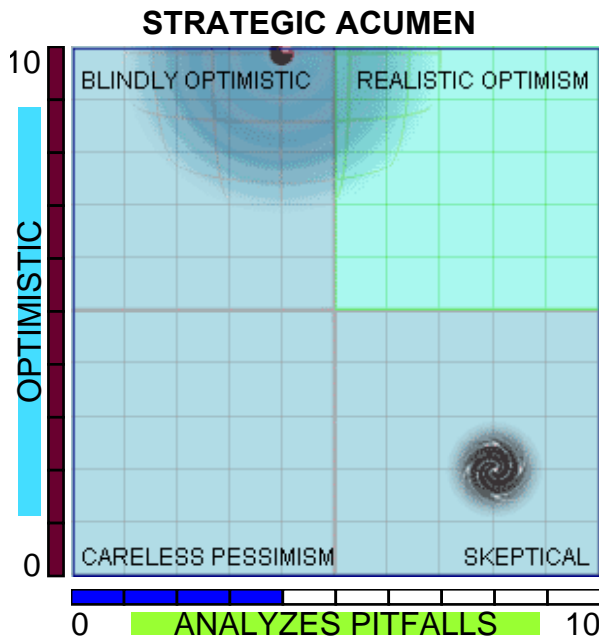
**RIGIDLY DISORGANIZED** - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

**Your tendencies for this paradox are:**

You may usually prefer not to have to organize things.

You tend to be adaptive to change and probably enjoy variety.

Your tendency to be flexible enables you to be adaptable to change. When circumstances change, you adjust to meet the new requirements. However, your flexibility may be somewhat greater than your orderliness. This indicates that in some situations you may be scattered, perhaps implementing too many changes. Your preferred behavioral range (large blue area) is partly in the flexible organizing quadrant but mostly in the scattered quadrant indicating that some of the time you may be effective when organizing but more of the time you may be scattered. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become a little rigid.



*"Keep a positive attitude about the future, but be mindful of difficulties when they are small."*

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

### OPTIMISTIC

The tendency to believe the future will be positive

### ANALYZES PITFALLS

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

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

**REALISTIC OPTIMISM** - The tendency to analyze the potential pitfalls of a plan or strategy while maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyzes Pitfalls)

**SKEPTICAL** - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyzes Pitfalls)

**BLINDLY OPTIMISTIC** - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties (High Optimistic and Low Analyzes Pitfalls)

**CARELESS PESSIMISM** - The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyzes Pitfalls)

**Your tendencies for this paradox are:**

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

You may prefer not to have to analyze the potential difficulties of plans and strategies, and you may sometimes neglect to do so.

Your extremely positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Since you prefer not to have to analyze potential problems, your optimism may be much greater than your tendency to analyze the potential problems. Thus, you may tend to give much greater weight to the positive side than the potential problems. Your preferred behavioral range (large blue area) is partly in the realistic optimism quadrant indicating that part of the time you may have realistic optimism. However, it is mostly in the blindly optimistic quadrant indicating that much of the time you may be blindly optimistic. Thus, it may be wise to get input from others when it comes to making important plans and strategies. The dark circle in the lower right indicates that your tendency to be blindly optimistic may be a compensation for an underlying fear of things going wrong.

The report lists Andrew'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 Andrew's performance.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99.2% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

A single asterisk, \*, indicates that there are some inconsistencies related to this trait, but the result is probably reliable. A double asterisks, \*\*, indicates that there are some inconsistencies related to this trait, and the result is probably questionable.

## Traits

These are the primary work preference and personality factors measured in the Harrison Assessments system, listed in order of Andrew's scores.

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

Trait	Andrew's Score	Description
Helpful	9.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	9.9	The tendency to express positive feelings and affinity toward others
Wants Autonomy	9.6	The desire to have freedom or independence from authority
Optimistic	9.5	The tendency to believe the future will be positive
Wants Challenge	9.4	The willingness to attempt difficult tasks or goals

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

Trait	Andrew's Score	Description
Risking	9.2	The tendency to feel comfortable with business ventures that involve uncertainty
Outgoing	9.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Wants To Lead	9.2	The desire to be in a position to direct or guide others
Cause Motivated	9.1	The tendency to be motivated to help society
Self-motivated	9.0	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Takes Initiative	8.7	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Diplomatic	8.6	The tendency to state things in a tactful manner
Authoritative	8.6	The desire for decision-making authority and the willingness to accept decision-making responsibility
Persistent	8.6	The tendency to be tenacious despite encountering significant obstacles
Open / reflective	8.2	The tendency to reflect on many different viewpoints
Enthusiastic	8.2	The tendency to be eager and excited toward one's own goals
Influencing	8.1	The tendency to try to persuade others
Tolerance Of Bluntness	7.8	The level of comfort related to receiving abrupt or frank communications from others
Tempo	7.7	The enjoyment of work that needs to be done quickly
Flexible	7.7	The tendency to easily adapt to change
Analytical	7.5	The tendency to logically examine facts and situations (not necessarily analytical ability)

## Traits

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

Trait	Andrew's Score	Description
Wants Recognition	7.3	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Frank	7.1	The tendency to be straightforward, direct, to the point, and forthright
Self-acceptance	7.0	The tendency to like oneself ("I'm O.K. the way I am")
Certain	6.8	The tendency to feel confident in one's opinions
Wants Frankness	6.8	The desire for others to be direct, straightforward, and to the point
Intuitive	6.6	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Self-improvement	6.6	The tendency to attempt to develop or better oneself
Experimenting	6.4	The tendency to try new things and new ways of doing things
Wants Stable Career	5.6	The desire for long-term or permanent employment

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

Trait	Andrew's Score	Description
Comfort With Conflict	5.4	The tendency to be comfortable with confrontation or strife
Wants High Pay	5.4	The desire to earn greater remuneration
Relaxed	5.2	The tendency to feel at ease or calm while working
Enlists Cooperation	5.0	The tendency to invite others to participate in or join an effort
Assertive	4.9	The tendency to put forward personal wants and needs
Collaborative	4.7	The tendency to collaborate with others when making decisions
Planning	4.7	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Manages Stress Well	4.5	The tendency to deal effectively with strain and difficulty when it occurs
Wants Capable Leader	4.5	The desire to have a leader one perceives to be capable
Wants Diplomacy	4.3	The desire for others to be tactful
Systematic	4.1	The enjoyment of tasks that require carefully or methodically thinking through steps.
Organized	3.9	The tendency to place and maintain order in an environment or situation
Analyzes Pitfalls	3.8	The tendency to scrutinize potential difficulties related to a plan or strategy

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

Trait	Andrew's Score	Description
Tolerance Of Structure	3.3	The tolerance of following rules, schedules, and procedures created by someone else
Enforcing	3.1	The tendency to insist upon necessary rules being followed

### Strongly Prefer Not to Do It - Andrew strongly would prefer to be doing other things than these

Trait	Andrew's Score	Description
Precise	2.3	The enjoyment of work that requires being exact and the tendency to be detail oriented

## Retention and Engagement Factors

These are Andrew's retention and engagement factors listed in order.

## Retention and Engagement Factors

Retention and Engagement Factors	Andrew's Score	Description
Wants Social Opportunities	10.0	The desire to have a workplace that enables one to meet and interact with others
Wants Development	9.0	The desire to have work opportunities to learn new skills or increase abilities
Wants Opinions Valued	8.0	The desire to have an employer who listens and gives importance to one's views
Wants Personal Help	7.0	The desire to receive some type of employer support related to one's personal difficulties
Wants Work/Life Balance	6.0	The desire to have sufficient time away from work for rest, enjoyment, or family
Wants Appreciation	5.0	The desire to have an employer who expresses appreciation for one's work
Wants To Be Informed	4.0	The desire to have an employer who freely shares information related to one's work or job
Wants Advancement	3.0	The desire to have work opportunities to expand one's career or responsibilities
Wants Quick Pay Increases	2.0	The desire to have an employer who offers relatively frequent pay increases
Wants Flexible Work Time	1.0	The desire to have adjustable working hours or holiday schedules

## Task Preferences

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

Task Preference	Andrew's Score	Description
Numerical	8.0	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Computers	6.6	The enjoyment of working with electronic machines that calculate, store, or analyze information
Public Speaking	6.5	The enjoyment of presenting or articulating information to groups of people
Teaching	5.8	The enjoyment of instructing, training, or educating others
Manual Work	5.7	The enjoyment of work that involves using one's hands
Artistic	5.4	The enjoyment of making things look beautiful or attractive
Driving	4.0	The enjoyment of operating a motor vehicle
Research / learning	3.4	The enjoyment of gathering and comprehending new information
Building / making	3.0	The enjoyment of constructing or putting together anything
Mechanical	2.8	The enjoyment of work that involves fixing or repairing something
Clerical	2.5	The enjoyment of tasks such as typing or filing or organizing information
Physical Work	2.5	The enjoyment of work that involves substantial bodily effort

## Interests

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

Interest	Andrew's Score	Description
Psychology	10.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Electronics	10.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Animals	10.0	The interest in working with mammals, birds, reptiles, or fish
Food	10.0	The interest in work relating to food
Entertainment	8.0	The interest in activity that holds the attention and interest of an audience
Plants	8.0	The interest in shrubs, gardening, botany, trees, or farming
Computer Hardware	8.0	The interest in the physical elements that constitute a computer system
Computer Software	8.0	The interest in the non-tangible program components of computers
Finance / business	7.0	The interest in commerce or fiscal management
Physical Science	6.0	The interest in the physics and chemistry of nature

## Interests

Interest	Andrew's Score	Description
Science	6.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Selling	5.0	The interest in convincing or influencing others to purchase a product or service
Manufacturing	5.0	The interest in the production of products using labor, machines, or chemicals
Legal Matters	4.0	The interest in rules created by social institutions to govern society and business
Biology	3.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Travel	2.0	The interest in work that involves frequently taking a journey
Sports	2.0	The interest in work that involves sports
Medical Science	2.0	The interest in at least one of the applied sciences related to healthcare
Writing / language	2.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Children	2.0	The interest in working with children
Health / medicine	2.0	The interest in health or medicine

## Work Environment Preferences

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

Work Environment Preference	Andrew's Score	Description
Pressure Tolerance	9.7	The level of comfort related to working under deadlines and busy schedules
Public Contact	7.2	The level of comfort interacting with a wide range of people representative of general society
Sitting	6.1	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Team	4.5	The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)
Noise	3.7	The tolerance of working in an environment that has loud or continuous sounds
Standing	3.1	The tolerance of standing in one place for long periods (no opportunity to sit or walk around)
Outdoors	2.3	The desire to work in an outside environment
Repetition	2.1	The tolerance of monotonous work: a single activity repeated over and over (e.g. assembly line)

## Behavioral Competencies

Behavioral competencies are composed of numerous traits, and are listed in order of Andrew's strengths.

Behavioral Competency	Andrew's Score	Description
Handles Autonomy	9.3	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	9.0	The tendency to manifest the traits necessary for a leadership role
People Oriented	8.7	The tendency to have a balance of traits that would enable one to positively interact with others
Handles Conflict	8.7	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Organizational Compatibility	8.6	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Interpersonal Skills	8.3	The tendency to have a balance of traits that relate to effective interaction with others
Coaching	8.3	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Receives Correction	8.1	The tendency to accept guidance intended to improve performance
Innovative	7.9	The tendency to create new and more effective ways of doing things

### Behavioral Competencies

Behavioral Competency	Andrew's Score	Description
Doesn't Need Structure	7.8	The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge)
Self-employed	6.9	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Negotiating	6.5	The tendency to bargain in order to reach a beneficial agreement
Tolerance Of Evasiveness	6.0	The level of comfort related to dealing with people who are indirect or lacking in frankness
Effective Enforcing	5.0	The tendency to skillfully correct others when they are violating rules or performing poorly
Judgment (strategic)	2.1	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

### Traits to Avoid for this Position

These traits to avoid are related to the position selected. If they are highlighted in red, it indicates that trait may hinder Andrew's performance.

Traits to Avoid for this Position	Andrew's Score	Description
Fast But Imprecise	7.9	The tendency to be productive but not paying sufficient attention to detail
Permissive	6.8	The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior
Blindly Optimistic	5.7	The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties
Impulsive	5.4	The tendency to take risks without sufficient analysis of the potential difficulties
Authoritarian	3.9	The tendency to make decisions without collaborating with others
Evasive	1.5	The tendency to be tactful without being sufficiently direct
Rebellious Autonomy	0.9	The tendency to attempt to gain freedom from authority without taking sufficient and appropriate initiative
Defensive	0.3	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Blunt	0.0	The tendency to be frank or direct while lacking in diplomacy or tact
Dogmatic	0.0	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Forceful Enforcing	0.0	The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation
Harsh	0.0	The tendency to be overly strict or punitive when enforcing rules and procedures
Insensitive	0.0	The tendency to be assertive with one's own needs while lacking sufficient warmth for others
Pay Minus Motivation	0.0	The tendency to have a strong desire for money while lacking the personal drive necessary to earn it
Precise But Slow	0.0	The tendency to be exact but not paying sufficient attention to productivity
Self-critical	0.0	Disliking oneself in the context of self-improvement
Skeptical	0.0	The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits
Dominating	0.0	The tendency to be assertive with one's own needs while failing to respond to other people's needs

### Functions

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

### Functions

Functions	Andrew's Score	Description
Customer Service - Friendly	9.6	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	9.2	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	7.0	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Management - Middle	4.8	This template is designed for a position that has the responsibilities of middle management. It focuses on achievement, self-motivation, leadership, and decision-making. It also screens for a lack of interpersonal skills necessary for management.
Management - Upper	4.3	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.
Technical	3.8	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	0.0	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.