

REPORT FOR
 Andrew Jones

DATE OF COMPLETION
 15/09/2013

RELIABILITY - 99.2%
 Answers were very likely accurate and truthful

ORGANISATION
 Elanova

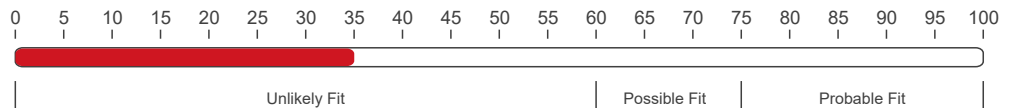
Harrison Assessments Suitability

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 or red ball in each graph indicates the degree of positive (green) or negative (red) impact that the trait is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the trait 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.



Overall Percentage of Suitability Fit = 35%



Essential traits

(in order of importance)

Negative Impact < > Positive Impact

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
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 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											
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyse problems and decisions and enjoys it. Andrew's degree of enjoyment of analysing problems is sufficient for this job.	7.5											

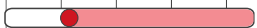
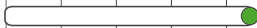
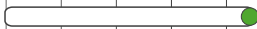
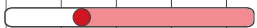


Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Analyses Pitfalls: <i>The tendency to scrutinise potential difficulties related to a plan or strategy</i> Narrative: Andrew usually does not enjoy analysing 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 analysing potential problems will probably have a somewhat negative impact on job satisfaction and/or performance.	3.8											
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											
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 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											
Wants To Lead: <i>The desire to be in a position to direct or guide others</i> 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 somewhat positive impact on job satisfaction and/or performance.	9.2											
Authoritative: <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> 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.	8.6											
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organisation's objectives, he will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his goals will probably have a slightly positive impact on job satisfaction and/or performance.	8.2											

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
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											
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 will probably have a slightly negative impact on job satisfaction and/or performance.		4.7											
Desirable traits <i>(in order of importance)</i>		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											
Enlists Cooperation: <i>The tendency to invite others to participate in or join an effort</i> Narrative: Andrew only moderately enjoys enlisting the cooperation of others. Andrew's degree of enjoyment related to enlisting the cooperation of others is sufficient for this job.		5.0											
Handles Conflict: <i>The tendency to skilfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i> 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.		8.7											

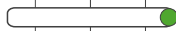
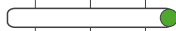
Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight no impact
<p>Influencing: <i>The tendency to try to persuade others</i></p> <p>Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skilful 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					
<p>Numerical: <i>The enjoyment of counting, calculating, or analysing quantities using mathematics</i></p> <p>Narrative: Andrew enjoys working with numbers. Andrew's degree of enjoyment of working with numbers is sufficient for this job.</p>	8.0					
<p>Optimistic: <i>The tendency to believe the future will be positive</i></p> <p>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					
<p>Organised: <i>The tendency to place and maintain order in an environment or situation</i></p> <p>Narrative: Andrew probably prefers not to do much organising. He may do the minimum amount of organising necessary and may occasionally lose efficiency. Andrew's degree of being organised will probably have a slightly negative impact on job satisfaction and/or performance.</p>	3.9					
<p>Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i></p> <p>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.</p>	9.7					
<p>Self-acceptance: <i>The tendency to like oneself ("I'm O.K. the way I am")</i></p> <p>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>Self-improvement: <i>The tendency to attempt to develop or better oneself</i></p> <p>Narrative: Andrew has an intention to improve himself. Andrew's degree of interest in self-improvement is sufficient for this job.</p>	6.6					

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	no impact
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Andrew usually prefers NOT to have to do work that requires being systematic. Andrew's degree of being systematic will probably have a slightly negative impact on job satisfaction and/or performance.	4.1						
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						
Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i> 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.	7.1						
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						
Effective Enforcing: <i>The tendency to skilfully correct others when they are violating rules or performing poorly</i> Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skilfully enforce rules. Andrew's degree of willingness to enforce rules is sufficient for this job.	5.0						
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Andrew tends to be extremely helpful and conscious of others' needs. Andrew's degree of helpfulness is sufficient for this job.	9.9						
Warmth / empathy: <i>The tendency to express positive feelings and affinity towards others</i> Narrative: Andrew frequently expresses warmth and empathy. Andrew's degree of expressing warmth and empathy is sufficient for this job.	9.9						

Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <				
		Very strong	Strong	Substantial	Moderate	Slight no impact
Certain: <i>The tendency to feel confident in one's opinions</i> Narrative: Andrew is fairly certain of his opinions. Andrew's degree of certainty about his opinions is sufficient.	6.8					
Experimenting: <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. Andrew's tendency to experiment is sufficient for this job.	6.4					
Open / reflective: <i>The tendency to reflect on many different viewpoints</i> 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.	8.2					
Precise: <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> 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 somewhat negative impact on job satisfaction and/or performance.	2.3					
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					

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Blindly Optimistic: <i>The tendency to focus on the possible benefits of a plan or strategy without sufficiently analysing the potential difficulties or pitfalls</i> Narrative: Andrew probably has a strong tendency to look at the potential benefits of a plan or strategy without sufficiently analysing 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.	5.7							
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							
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							
Impulsive: <i>The tendency to take risks without sufficient analysis of the potential difficulties</i> Narrative: Andrew probably has a tendency to take risks without sufficiently analysing 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 negative impact on job satisfaction and/or performance.	5.4							
Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> 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.	0.0							
Sceptical: <i>The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits</i> Narrative: Andrew probably does not have a significant degree of scepticism. Andrew's degree of being sceptical will NOT hinder performance.	0.0							

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Negative Impact <
Forceful Enforcing: <i>The tendency to enforce rules without sufficiently enlisting others' cooperation</i> 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.	0.0							
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. Andrew's degree of harshness will NOT hinder performance.	0.0							
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							
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> 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.	6.8							
Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimise 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 making decisions without sufficiently collaborating will NOT hinder performance.	3.9							
Self-critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i> Narrative: Andrew probably does not have a significant degree of self-criticalness. Andrew's degree of self-criticalness will NOT hinder performance.	0.0							

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Dominating: <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Andrew probably does not have a significant degree of being dominating. Andrew's degree of being dominating will NOT hinder performance.	0.0						
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> 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.	1.5						
Insensitive: <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i> Narrative: Andrew probably does not have a significant degree of being insensitive. Andrew's degree of being insensitive will NOT hinder performance.	0.0			