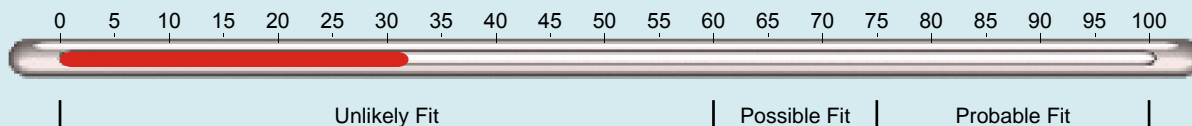


## Overall Score

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

### Overall Percentage of Job Fit = 32%



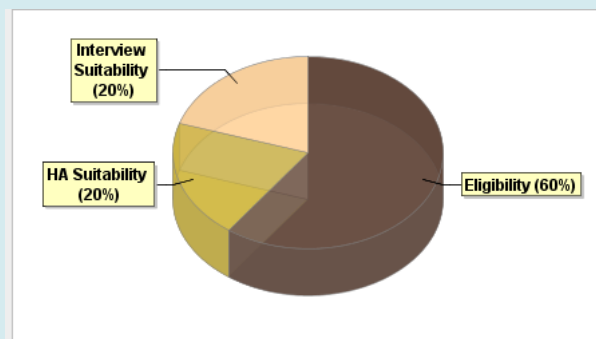
## Assessment Weighting

The pie graph below indicates the weighting you have given to each of the assessments you have selected for this job. Each assessment affects the overall score according to the weighting given.

**Eligibility (60%):** Your selected weighting for this assessment is 60%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

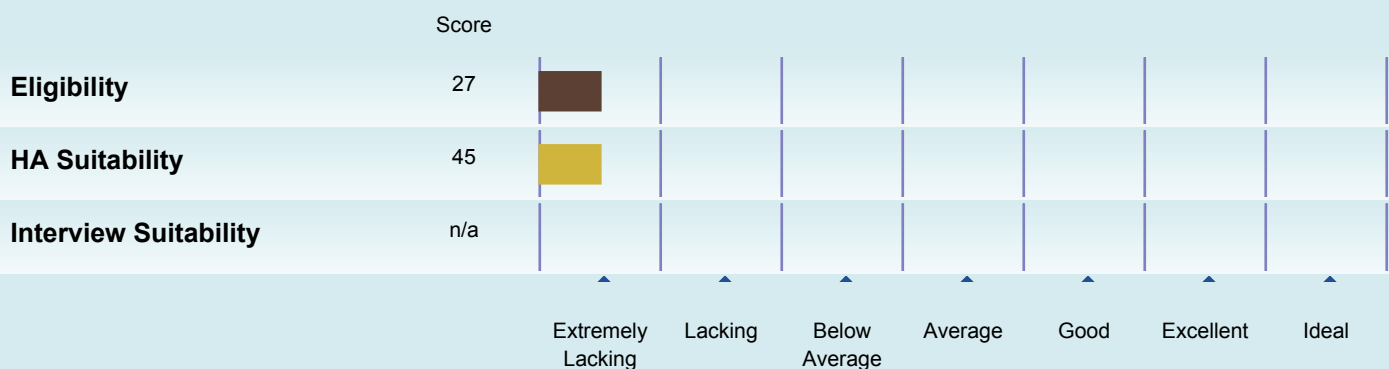
**HA Suitability (20%):** Your selected weighting for this assessment is 20%. This suitability assessment includes attitudes, motivations, task preferences, interests, and work environment preferences that relate to success for this job. The factors included in this template are based on Harrison Assessments 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.



## Assessment Scores

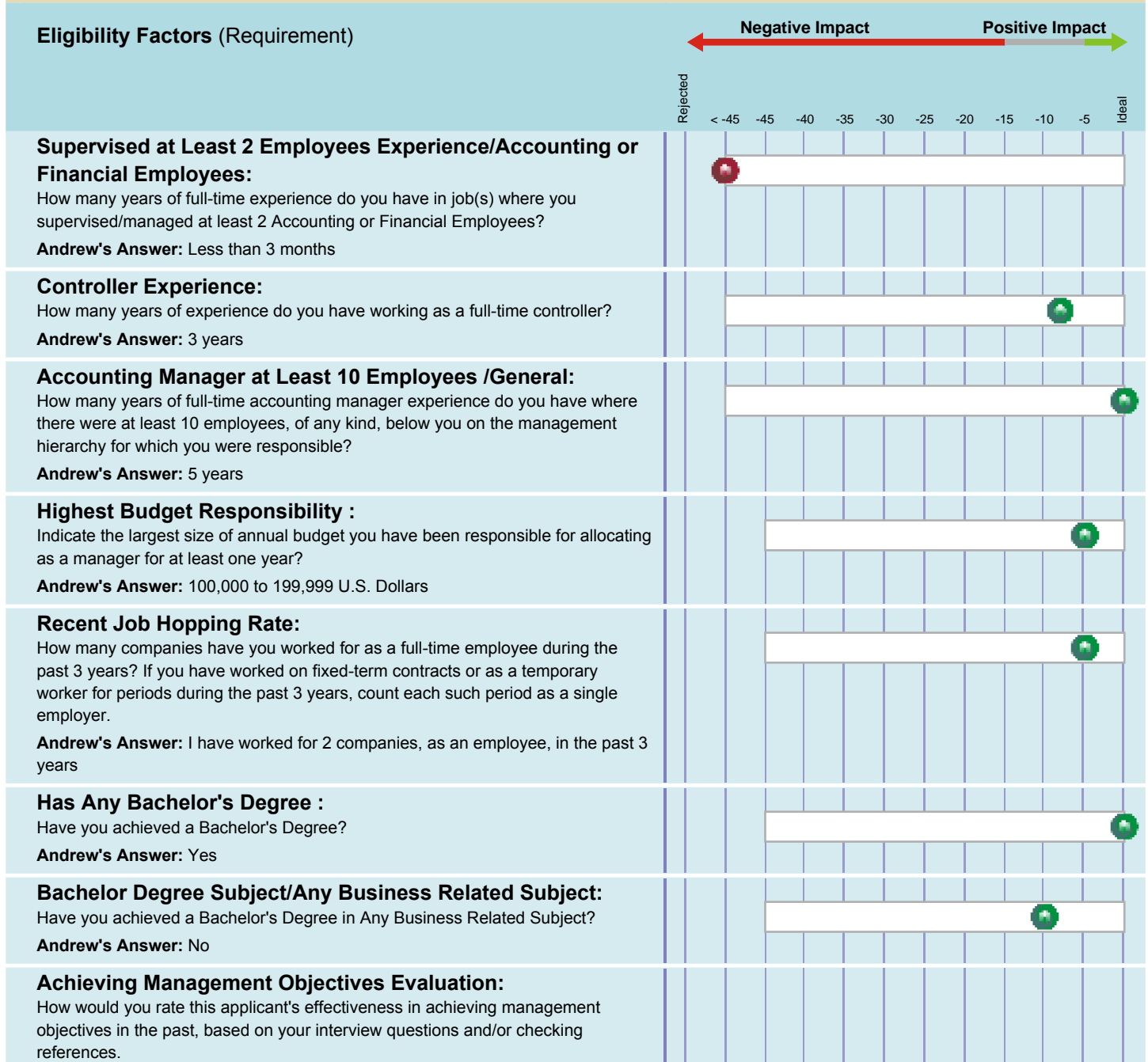
The score below is the score Andrew has received for each assessment. The bar graph to the right reflects the meaning of the score.



## Eligibility

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

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



## Eligibility

### Eligibility Factors (Bonus)

Positive Impact 

0 3 6 9 12 15

#### Accounting Manager at Least 50 Employees/General:

How many years of full-time accounting manager experience do you have where there were at least 50 employees, of any kind, below you on the management hierarchy for which you were responsible?

**Andrew's Answer:** 5 years



#### Sector and Industry/Business Software & Services:

How many years of full-time job experience do you have in the Business Software & Services industry? Your years of experience at each job should only be applied to ONE industry.

**Andrew's Answer:** Less than 3 months



## Harrison Assessments Suitability

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

The green 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 you have given to each trait in the Job Success Formula setup.

The suitability assessment 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% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

### Essential traits (in order of importance)

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

**Negative Impact**

**Positive Impact**

	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Analytical:</b> 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 will probably have a slightly positive impact on job satisfaction and/or performance.	7.5											
<b>Finance / business:</b> The interest in commerce or fiscal management Narrative: Andrew is extremely interested in business or finance. Andrew's interest in business or finance will probably have a positive impact on job satisfaction and/or performance.	10.0											
<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 will probably have a slightly positive impact on job satisfaction and/or performance.	8.0											
<b>Takes Initiative:</b> 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/her to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Andrew's degree of initiative will probably have a somewhat positive impact on job satisfaction and/or performance.	8.7											
<b>Wants Challenge:</b> 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/Her strong drive for achievement will probably be a good example for others. Andrew's degree of drive to achieve challenging objectives will probably have a somewhat positive impact on job satisfaction and/or performance.	9.4											

## Harrison Assessments Suitability

### Essential traits (in order of importance)

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

Negative Impact



Positive Impact

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

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

3.8



#### 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/She 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.

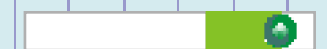
9.2



#### Authoritative:

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.

8.6



#### Enthusiastic:

The tendency to be eager and excited toward one's own goals  
 Narrative: Andrew tends to be quite enthusiastic about his/her goals. If Andrew's goals are in alignment with the organization's objectives, he/she will probably have a drive to achieve those objectives. Andrew's degree of enthusiasm for his/her goals will probably have a slightly positive impact on job satisfaction and/or performance.

8.2



#### Organized:

The tendency to place and maintain order in an environment or situation  
 Narrative: Andrew probably prefers not to do much organizing. He/She may do the minimum amount of organizing necessary and may occasionally lose efficiency without organizing support from others. Andrew's degree of being organized will probably have a slightly negative impact on job satisfaction and/or performance.

3.9







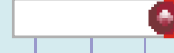


## Harrison Assessments Suitability

### 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** 








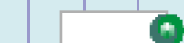
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<b>Collaborative:</b> The tendency to collaborate with others when making decisions Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making 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 is sufficient for this job.	4.7						
<b>Computers:</b> The enjoyment of working with electronic machines that calculate, store, or analyze information Narrative: Andrew generally enjoys working with computers. Andrew's degree of enjoyment of working with computers is sufficient for this job.	6.6						
<b>Influencing:</b> The tendency to try to persuade others Narrative: Andrew very often engages in persuading and influencing others. Assuming he/she has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his/her ideas to staff, co-workers, and/or clients. Andrew's degree of enjoyment of influencing is sufficient for this job.	8.1						
<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. This will probably be beneficial for overcoming the obstacles that he/she will encounter. Andrew's persistence can also pay off when selling as he/she is more likely to be effective when cold calling or tenaciously pursuing a potential client. Andrew's degree of enjoyment of persistence is sufficient for this job.	8.6						
<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/She 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.	2.3						
<b>Self-improvement:</b> The tendency to attempt to develop or better oneself Narrative: Andrew has an intention to improve himself/herself. Andrew's degree of interest in self-improvement is sufficient for this job.	6.6						
<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 is sufficient for this job.	4.7						

## 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
<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.	4.1						
<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.	7.0						
<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.	7.1						
<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 is sufficient for this job.	9.7						
<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.	2.0						
<b>Enlists Cooperation:</b> The tendency to invite others to participate in or join an effort Narrative: Andrew only moderately enjoys enlisting the co-operating of others. Andrew's degree of enjoyment related to enlisting the co-operation of others is sufficient for this job.	5.0						
<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. His/Her positive attitude will also support the sales process. Andrew's degree of optimism is sufficient for this job.	9.5						
<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.	8.6						

## 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
<b>Effective Enforcing:</b> The tendency to skillfully correct others when they are violating rules or performing poorly Narrative: Given Andrew's interpersonal preferences and tendencies indicate he/she is only moderately likely to skillfully enforce rules. Andrew's degree of willingness to enforce rules is sufficient for this job.	5.0						
<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.	9.9						
<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.	4.5						
<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.	3.3						
<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.	5.8						
<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.	9.9						

### 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
<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/her level of motivation. Andrew's level of motivation as compared to his/her desire for high pay will support job satisfaction and will NOT hinder performance.	0.0						









## Harrison Assessments Suitability

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

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

**Negative Impact** 







	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<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.	5.7						
<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 very negative impact on job satisfaction and/or performance.	7.9						
<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.	5.4						
<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.	0.3						
<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.	0.0						
<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.	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
<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.	0.0						
<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/she really thinks. Andrew's degree of being evasive will NOT hinder performance.	1.5						
<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.	0.0						
<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.	0.0						
<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.	0.0						
<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.	0.0						

### Eligibility

The questions on the left are the key questions designated for this job, that were answered by the applicant.

Eligibility answer options on the right are those presented to the applicants when they applied for this job. The answer they chose is indicated by the blacked-in circle.

Please confirm their answers during their interview and reference checks. Indicate any revised answers on this page to be reentered into the Harrison Assessments system.

How many years of full-time experience do you have in job(s) where you supervised/managed at least 2 Accounting or Financial Employees?

- Less than 3 months**
- 3 to 11 months**
- 1 year**
- 2 years**
- 3 years**
- 4 years**
- 5 years**
- 6 years**
- 7 years**
- 8 to 9 years**
- 10 to 11 years**
- 12 to 14 years**
- 15 or more years**

**NOTES:**

How many years of experience do you have working as a full-time controller?

- Less than 3 months**
- 3 to 11 months**
- 1 year**
- 2 years**
- 3 years**
- 4 years**
- 5 years**
- 6 years**
- 7 years**
- 8 to 9 years**
- 10 to 11 years**
- 12 to 14 years**
- 15 or more years**

**NOTES:**

How many years of full-time accounting manager experience do you have where there were at least 10 employees, of any kind, below you on the management hierarchy for which you were responsible?

- Less than 3 months**
- 3 to 11 months**
- 1 year**
- 2 years**
- 3 years**
- 4 years**

**NOTES:**

### Eligibility

- 5 years
- 6 years
- 7 years
- 8 to 9 years
- 10 to 11 years
- 12 to 14 years
- 15 or more years

How many years of full-time accounting manager experience do you have where there were at least 50 employees, of any kind, below you on the management hierarchy for which you were responsible?

- Less than 3 months**      **NOTES:**
- 3 to 11 months
- 1 year
- 2 years
- 3 years
- 4 years
- 5 years
- 6 years
- 7 years
- 8 to 9 years
- 10 to 11 years
- 12 to 14 years
- 15 or more years

Indicate the largest size of annual budget you have been responsible for allocating as a manager for at least one year?

- I was never responsible for allocating a budget as large as any shown below for at least 1 year**      **NOTES:**
- 100 to 999 U.S. Dollars
- 1,000 to 9,999 U.S. Dollars
- 10,000 to 49,999 U.S. Dollars
- 50,000 to 99,999 U.S. Dollars
- 100,000 to 199,999 U.S. Dollars
- 200,000 to 299,999 U.S. Dollars
- 300,000 or more U.S. Dollars

How many companies have you worked for as a full-time employee during the past 3 years? If you have worked on

- I have not worked for any companies, as an**      **NOTES:**

### Eligibility

fixed-term contracts or as a temporary worker for periods during the past 3 years, count each such period as a single employer.

**employee, in the past 3 years**

- I have worked for 1 company, as an employee, in the past 3 years**
- I have worked for 2 companies, as an employee, in the past 3 years**
- I have worked for 3 companies, as an employee, in the past 3 years**
- I have worked for 4 companies, as an employee, in the past 3 years**
- I have worked for 5 companies, as an employee, in the past 3 years**
- I have worked for 6 or more companies, as an employee, in the past 3 years**

Have you achieved a Bachelor's Degree?

- No**
- Yes**

**NOTES:**

Have you achieved a Bachelor's Degree in Any Business Related Subject?

- No**
- Yes**

**NOTES:**

How would you rate this applicant's effectiveness in achieving management objectives in the past, based on your interview questions and/or checking references.

- This activity was not relevant to prior jobs**
- Was greatly below expectations**
- Was below expectations**
- Met expectations**
- Exceeded expectations**
- Greatly exceeded expectations**

**NOTES:**

### Eligibility

How many years of full-time job experience do you have in the Business Software & Services industry? Your years of experience at each job should only be applied to ONE industry.

- Less than 3 months**
- 3 to 11 months**
- 1 year**
- 2 years**
- 3 years**
- 4 years**
- 5 years**
- 6 years**
- 7 years**
- 8 to 9 years**
- 10 to 11 years**
- 12 to 14 years**
- 15 or more years**

**NOTES:**

### Suitability

The questions on the left are key suitability questions that are suggested for each suitability factor. These are listed in descending order with traits having the greatest impact listed first.

The answer options on the right are to be scored by the interviewer, based on asking the interview question, and applying the criteria stated on the section marked 'Look For...'

At the end of the interview, enter these scores into the Harrison Assessments system to calculate the interview score and overall score.

After you have entered these scores, if you then print this report, it will show your scores for informational purposes.

#### Fast But Imprecise

Tell me an example of a task or project you completed that needed to be done at a rapid pace. How did you manage the details and quality of that work?

##### Look For...

The tendency to be productive, however, paying insufficient attention to detail. If Andrew can't think of an example of working at a rapid pace, he/she is probably not fast but imprecise. If Andrew can think of an example of a task or project that required a fast pace, but can not sufficiently explain how the details were accomplished, he/she may be fast but imprecise. Even a very moderate amount of this trait will have a negative impact on his/her performance.

- Extremely strong negative**
- Very strong negative**
- Strong negative**
- Fairly strong negative**
- Somewhat strong negative**
- Moderately negative**
- Some negative**
- Slight negative**
- Very slight negative**
- Extremely slight negative**
- Not negative**

#### Precise

Tell me some examples of you being exact or detail oriented in your work.

##### Look For...

Andrew's enjoyment of precision tasks, the quality of his/her examples, and the relevance of the examples to the position. Only if Andrew is reasonably lacking in this trait, will it have a negative impact on performance.

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

### Suitability

#### Blindly Optimistic

Tell me an example of a plan or strategy for which you were optimistic. What were the potential pitfalls of that plan or strategy?

##### Look For...

The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties. If Andrew can't think of an example of being optimistic, he/she is probably not blindly optimistic. If Andrew can think of an example of being optimistic, but can not sufficiently explain how the potential pitfalls were analyzed, he/she may be blindly optimistic. Even a very moderate amount of this trait will have a negative impact on his/her performance.

- Extremely strong negative
- Very strong negative
- Strong negative
- Fairly strong negative
- Somewhat strong negative
- Moderately negative
- Some negative
- Slight negative
- Very slight negative
- Extremely slight negative
- Not negative

#### Impulsive

Tell me a time in which you were courageous enough to take a business risk? What were the circumstances? What were the potential pitfalls?

##### Look For...

The tendency to take risks without sufficient analysis of the potential difficulties. If Andrew can't think of an example of taking a risk, he/she is probably not impulsive. If Andrew can think of an example of risking, but can not sufficiently explain how the potential pitfalls were analyzed, he/she is probably impulsive. Even a very moderate amount of this trait will have a negative impact on his/her performance.

- Extremely strong negative
- Very strong negative
- Strong negative
- Fairly strong negative
- Somewhat strong negative
- Moderately negative
- Some negative
- Slight negative
- Very slight negative
- Extremely slight negative
- Not negative

#### Writing / language

In what ways have you demonstrated an interest in writing or language?

##### Look For...

Andrew's interest in writing OR language, and a history of activity that demonstrates it. Only if Andrew is very lacking in this trait, it will have a negative impact on performance.

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



### Suitability

#### Analyzes Pitfalls

Tell me a recent example of you effectively scrutinizing or analyzing the potential pitfalls of a plan of strategy

##### Look For...

Andrew's enjoyment of analyzing pitfalls, the quality of his/her examples, and his/her ability to logically determine the relevant pitfalls. The more Andrew has of this trait, the more likely he/she will perform well.

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

#### Organized

Tell me some examples of you effectively organizing your work.

##### Look For...

Andrew's enjoyment of organizing, the quality of his/her examples, and the relevance of the examples to the position. The more Andrew has of this trait, the more likely he/she will perform well.

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

#### Systematic

Tell me a recent example of a project in which you systematically thought through all the relevant steps necessary to accomplish an objective. (explore the thought process)

##### Look For...

Andrew's enjoyment of being systematic, the quality of his/her examples, and his/her ability to systematically proceed toward the objective. Only if Andrew is reasonably lacking in this trait, will it have a negative impact on performance.

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

**Suitability****Collaborative**

Tell me a time when you had the authority to make a decision but collaborated with others before making that decision.

**Look For...**

Andrew's pursuit of collaboration and the degree of collaboration. Only if Andrew is reasonably lacking in this trait, will it have a negative impact on performance.

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

**Planning**

Tell me an example of a project you have done that required careful planning. How did you go about it?

**Look For...**

Andrew's enjoyment of planning, the quality of his/her examples, and the relevance of the examples to the position. Only if Andrew is reasonably lacking in this trait, will it have a negative impact on performance.

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

**Analytical**

Tell me a time you enjoyed analyzing a problem and you were particularly effective.

**Look For...**

Andrew's degree of enjoyment, the difficulty of the problem, and the degree of resolution achieved. The more Andrew has of this trait, the more likely he/she will perform well.

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

### Suitability

#### Enthusiastic

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

##### Look For...

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

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

#### Numerical

In what ways have you demonstrated your enjoyment of working with numbers?

##### Look For...

Andrew's enjoyment of working with numbers and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he/she will perform well.

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

#### Authoritative

Describe a time when you took primary responsibility for a difficult decision. How did you feel about it?

##### Look For...

Andrew's desire for decision-making authority and the willingness to accept complete responsibility. The more Andrew has of this trait, the more likely he/she will perform well.

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

### Suitability

#### Takes Initiative

Give me an example of a time when you perceived a need in your organization and took steps to fulfill that need without being asked to do so.

##### Look For...

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

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

#### Wants To Lead

Tell me a time when you demonstrated the desire to take leadership responsibility. What was it like for you?

##### Look For...

Andrew's degree of responsibility taken and the degree of genuine desire to lead. The more Andrew has of this trait, the more likely he/she will perform well.

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

#### Wants Challenge

Tell me an example of you being motivated by a challenging goal or project. What challenges do you want to pursue in the next few years?

##### Look For...

The degree of difficulty of the goal, Andrew's degree of motivation related to challenges, and especially the relevance of the challenges to this position. The more Andrew has of this trait, the more likely he/she will perform well.

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

### Suitability

#### Finance / business

In what ways have you demonstrated an interest in business or finance?

#### Look For...

Andrew's interest in business OR finance and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he/she will perform well.

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

Overall Notes/Score

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

Start with the most important factors at the top.

### Essential Factors to Consider

Andrew has an extremely optimistic and cheerful attitude. Andrew will be more attracted to work for your company if he/she believes that management and especially his/her supervisor will also have a positive attitude.

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

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

Andrew places and extremely high value on having autonomy. Explain the ways in which this position might offer autonomy.

### Important Factors to Consider

Andrew very much enjoys meeting new people and will be more motivated to work for you if Andrew believes he/she will have many opportunities to do so.

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

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

Andrew enjoys challenging tasks or projects. To attract Andrew to work for your company, explain the challenges the position will offer. Difficult challenges are motivating to him/her. If there are opportunities for advancement, explain those as well.

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

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

### Other Possible Factors to Consider

Andrew enjoys brainstorming and will be more attracted to work for your company if he/she has some opportunities for brainstorming.

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



## How To Attract This Candidate

**Andrew Jones**

**Completed: 04/07/2011**

For Harrison Assessments Int'l Limited

Compared to: Normal Campaign: Accounting Manager - DEMO #HA01-195  
v04/07/2011

### Other Possible Factors to Consider

Andrew enjoys persuading and influencing others. Andrew will be more attracted to work for your company if you explain in detail the opportunities he/she will have to influence management, co-workers, staff, or clients.

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