

Report for  
**Andrew Jones**

Date of completion 04/19/2023



Job Success Analysis  
Suitability Interview Guide  
How To Attract This Candidate

**REPORT FOR**

Andrew Jones

**DATE OF COMPLETION**

04/19/2023

**RELIABILITY - 99.2%**

Answers were very likely accurate and truthful

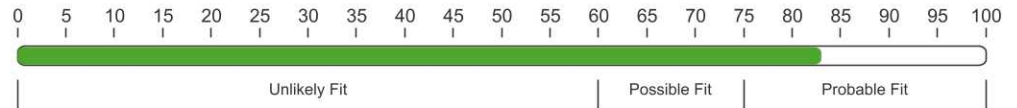
**ORGANIZATION**

Talent Matters LLC


**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 score as calculated for each trait.

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

**Overall Percentage of Suitability Fit = 83%**


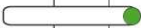
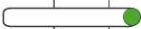
| Essential traits<br><i>(in order of importance)</i>  | Negative Impact < > Positive Impact |             |        |             |          |        |           |        |          |             |        |             |
|--|-------------------------------------|-------------|--------|-------------|----------|--------|-----------|--------|----------|-------------|--------|-------------|
|  | Andrew's Score                      | Very strong | Strong | Substantial | Moderate | Slight | No impact | Slight | Moderate | Substantial | Strong | Very strong |
| <b>Selling:</b><br><i>The interest in convincing or influencing others to purchase a product or service</i><br>Narrative: Andrew is only moderately interested in any aspect of selling. Andrew's level of interest in some aspects of selling will probably have a somewhat negative impact on job satisfaction and/or performance.   | 5.0                                 |             |        |             |          |        |           |        |          |             |        |             |
| <b>Takes Initiative:</b><br><i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i><br>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 somewhat positive impact on job satisfaction and/or performance. | 8.7                                 |             |        |             |          |        |           |        |          |             |        |             |
| <b>Optimistic:</b><br><i>The tendency to believe the future will be positive</i><br>Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. Andrew's degree of optimism will probably have a somewhat positive impact on job satisfaction and/or performance.  | 9.5                                 |             |        |             |          |        |           |        |          |             |        |             |

| Essential traits<br><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 |
| <p><b>Persistent:</b><br/><i>The tendency to be tenacious despite encountering significant obstacles</i></p> <p>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.</p>   | 8.6                                 |             |        |             |          |        |           |        |          |             |        |             |
| <p><b>Influencing:</b><br/><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 skillful in expressing his ideas to staff, co-workers and/or clients. Andrew's degree of enjoyment of influencing will probably have a slightly positive impact on job satisfaction and/or performance.</p>   | 8.1                                 |             |        |             |          |        |           |        |          |             |        |             |
| <p><b>Wants Challenge:</b><br/><i>The willingness to attempt difficult tasks or goals</i></p> <p>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.</p> | 9.4                                 |             |        |             |          |        |           |        |          |             |        |             |
| <p><b>Analytical:</b><br/><i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. Andrew's degree of enjoyment of analyzing problems is sufficient for this job.</p>  | 7.5                                 |             |        |             |          |        |           |        |          |             |        |             |
| <p><b>Enthusiastic:</b><br/><i>The tendency to be eager and excited toward one's own goals</i></p> <p>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 will probably have a slightly positive impact on job satisfaction and/or performance.</p>  | 8.2                                 |             |        |             |          |        |           |        |          |             |        |             |
| <p><b>Finance / business:</b><br/><i>The interest in commerce or fiscal management</i></p> <p>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                                 |             |        |             |          |        |           |        |          |             |        |             |

| Essential traits<br><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 |
| <b>Outgoing:</b><br><i>The tendency to be socially extroverted and the enjoyment of meeting new people</i><br>Narrative: Andrew enjoys meeting new people and is probably very outgoing. Andrew's enjoyment of new people will probably have a slightly positive impact on job satisfaction and/or performance.                        |  | 9.2                                 |             |        |             |          |        |           |        |          |             |        |             |
| <b>Psychology:</b><br><i>The interest in human mental functions including mannerisms, actions, attitudes, and abilities</i><br>Narrative: Andrew is extremely interested in psychology. Andrew's level of interest in some aspects of psychology will probably have a somewhat positive impact on job satisfaction and/or performance. |  | 10.0                                |             |        |             |          |        |           |        |          |             |        |             |
| Desirable traits<br><i>(in order of importance)</i>  |  | Negative Impact <                   |             |        |             |          |        |           |        |          |             |        |             |
|  |  | Andrew's Score                      | Very strong | Strong | Substantial | Moderate | Slight | No impact |        |          |             |        |             |
| <b>Diplomatic:</b><br><i>The tendency to state things in a tactful manner</i><br>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                                 |             |        |             |          |        |           |        |          |             |        |             |
| <b>Pressure Tolerance:</b><br><i>The level of comfort related to working under deadlines and busy schedules</i><br>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>Self-Acceptance:</b><br><i>The tendency to like oneself ("I'm O.K. the way I am")</i><br>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>Self-Improvement:</b><br><i>The tendency to attempt to develop or better oneself</i><br>Narrative: Andrew has an intention to improve himself. Andrew's level of interest in self-improvement is sufficient for this job.   |  | 6.6                                 |             |        |             |          |        |           |        |          |             |        |             |

| Desirable traits<br><i>(in order of importance)</i>  | Negative Impact < |             |        |             |          |        |           |
|--|-------------------|-------------|--------|-------------|----------|--------|-----------|
|  | Andrew's Score    | Very strong | Strong | Substantial | Moderate | Slight | No impact |
| <p><b>Analyzes Pitfalls:</b><br/><i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>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 difficulties is sufficient.</p>   | 3.8               |             |        |             |          |        |           |
| <p><b>Collaborative:</b><br/><i>The tendency to collaborate with others when making decisions</i></p> <p>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.</p> | 4.7               |             |        |             |          |        |           |
| <p><b>Computers:</b><br/><i>The enjoyment of working with electronic machines that calculate, store, or analyze information</i></p> <p>Narrative: Andrew generally enjoys working with computers. Andrew's degree of enjoyment of working with computers is sufficient for this job.</p>   | 6.6               |             |        |             |          |        |           |
| <p><b>Open / reflective:</b><br/><i>The tendency to reflect on many different viewpoints</i></p> <p>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>Organized:</b><br/><i>The tendency to place and maintain order in an environment or situation</i></p> <p>Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. Andrew's degree of being organized is sufficient for this job.</p>   | 3.9               |             |        |             |          |        |           |
| <p><b>Research / learning:</b><br/><i>The enjoyment of gathering and comprehending new information</i></p> <p>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 slightly negative impact on job satisfaction and/or performance.</p>   | 3.4               |             |        |             |          |        |           |

| Desirable traits<br><i>(in order of importance)</i>  |     | Negative Impact < |             |        |             |          |        |
|--|-----|-------------------|-------------|--------|-------------|----------|--------|
|  |     | Andrew's Score    | Very strong | Strong | Substantial | Moderate | Slight |
| <p><b>Planning:</b><br/><i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i></p> <p>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.</p>   | 4.7 |                   |             |        |             |          |        |
| <p><b>Writing / language:</b><br/><i>The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)</i></p> <p>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>Artistic:</b><br/><i>The enjoyment of making things look beautiful or attractive</i></p> <p>Narrative: Andrew only moderately enjoys doing artistic tasks. Andrew's degree of enjoyment of artistic tasks is sufficient for this job.</p>  | 5.4 |                   |             |        |             |          |        |
| <p><b>Driving:</b><br/><i>The enjoyment of operating a motor vehicle</i></p> <p>Narrative: Andrew usually prefers not to have to drive a vehicle while working. Andrew's degree of enjoyment of driving a vehicle is sufficient for this job.</p>  | 4.0 |                   |             |        |             |          |        |
| <p><b>Manages Stress Well:</b><br/><i>The tendency to deal effectively with strain and difficulty when it occurs</i></p> <p>Narrative: Andrew is moderately able to manage stress. Andrew's level of ability to manage stress is sufficient.</p>   | 4.5 |                   |             |        |             |          |        |
| <p><b>Teaching:</b><br/><i>The enjoyment of instructing, training, or educating others</i></p> <p>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 |                   |             |        |             |          |        |
| Traits to avoid<br><i>(in order of importance)</i>   |     | Negative Impact < |             |        |             |          |        |
|  |     | Andrew's Score    | Very strong | Strong | Substantial | Moderate | Slight |
| <p><b>Defensive:</b><br/><i>The tendency to be self-accepting without sufficiently intending to improve</i></p> <p>Narrative: Andrew probably does not have a significant degree of defensiveness. Andrew's degree of defensiveness will NOT hinder performance.</p>   | 0.3 |                   |             |        |             |          |        |

| Traits to avoid<br><i>(in order of importance)</i>  | Negative Impact < |             |        |             |   |        |           |
|---|-------------------|-------------|--------|-------------|---|--------|-----------|
|   | Andrew's Score    | Very strong | Strong | Substantial | Moderate  | Slight | No impact |
| <b>Blunt:</b><br><i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i><br>Narrative: Andrew probably does not have a significant degree of being blunt. Andrew's degree of being blunt will NOT hinder performance.                | 0.0               |             |        |             |  |        |           |
| <b>Dogmatic:</b><br><i>The tendency to be certain of opinions without sufficiently being open to different ideas</i><br>Narrative: Andrew probably does not have a significant degree of being dogmatic. Andrew's degree of being dogmatic will NOT hinder performance. | 0.0               |             |        |             |  |        |           |

**REPORT FOR**

Andrew Jones

**DATE OF COMPLETION**

04/19/2023

**RELIABILITY - 99.2%**

Answers were very likely accurate and truthful

**ORGANIZATION**

Talent Matters LLC



## Introduction

### 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.

### Suitability

**Optimistic**

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

**Look For...**

A genuine feeling of optimism. The more Andrew has of this trait, the more likely he will perform well.

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

**Psychology**

In what ways have you demonstrated an interest in psychology?

**Look For...**

Andrew's interest in ANY type of psychology and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he will perform well.

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



## Suitability

### Selling

In what ways have you demonstrated an interest in selling?

#### Look For...

Andrew's interest in ANY type of selling and a history of activity that demonstrates it. The more Andrew has of this trait, the more likely he will perform well.

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

### 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 will perform well.

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

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

### Influencing

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

#### Look For...

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

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

### Persistent

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

#### Look For...

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

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

## Suitability

### Outgoing

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

#### Look For...

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

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

### Takes Initiative

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

#### Look For...

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

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

## Overall Notes/Score

**REPORT FOR**

Andrew Jones

**DATE OF COMPLETION**

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**RELIABILITY - 99.2%**

Answers were very likely accurate and truthful

**ORGANIZATION**

Talent Matters LLC



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

The best candidates usually have multiple offers to consider. Use How to Attract this Candidate to obtain an understanding of what is most relevant to Andrew and emphasize how your organisation can meet these expectations. Start with the Essential Factors and move down to Important Factors and Other Factors to Consider.

## Essential Factors to Consider

Andrew has an extremely optimistic and cheerful attitude. Andrew will be more attracted to work for your company if he believes that management and especially his 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 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.

Andrew places an 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 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 will be able to take initiative. If Andrew has strong eligibility, convince him that opportunities will be provided. If Andrew's experience and skills are at a developmental stage, convince him that the opportunities will be provided as his 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. If there are opportunities for advancement, explain those as well.

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

Andrew has a strong desire to be in a leadership position. He 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 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 has some opportunities for brainstorming.

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

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

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