

# Report for Jamal Abdullah

Date of completion 23/06/2016



Traits & Definitions  
Job Success Analysis  
Eligibility Interview Guide  
Suitability Interview Guide  
How To Attract This Candidate  
Engagement and Employment  
Expectations

Paradox Report  
Summary and Keywords  
Main Graph and Narrative  
Your Greatest Strengths

This introduction enables you to better understand how to get the most from your Harrison Reports. The highlighted items are key terms and phrases.

## Your Role, Interactions, and Current Issues

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

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

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

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

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

## What Harrison Measures

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

## Enjoyment Performance Theory



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

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

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

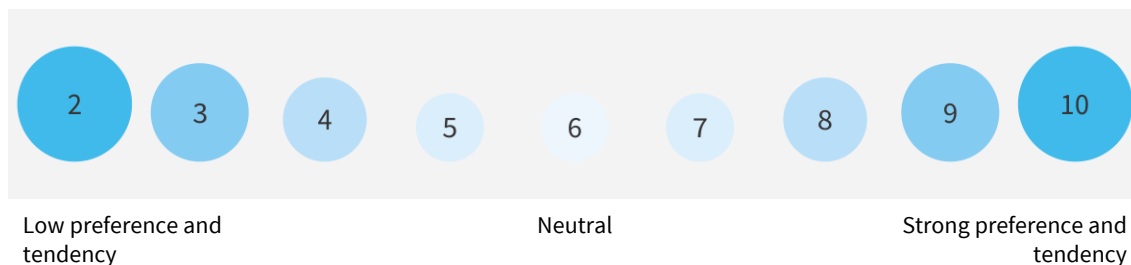
This elicits negative feedback or a sense of dissatisfaction, which reinforces dislike and avoidance. The cycle repeats.

## Focus on Trait Definitions

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

## The Harrison Measurement Scale

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



## Reliability

How do we know your answers on the questionnaire are reliable? The Harrison technology compares your answers to determine reliability. Your reliability percentage is 94.0 indicating that your answers were truthful, self-aware, and you were paying attention.

## Highlighted Traits Relate to Your Job

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

**REPORT FOR**  
Jamal Abdullah**DATE OF COMPLETION**  
23/06/2016**RELIABILITY - 94.0%**  
Answers were very likely accurate and truthful**ORGANISATION**  
Assess On Demand Limited

## Introduction

This report lists your preferences and tendencies. Pay special attention to the factors at the top and bottom of each section. The top factors give you the most satisfaction and the bottom factors give you the least satisfaction.

Trait names appear in the left column. To the right of each trait is your score and the trait definition. The Harrison measures the trait definition, NOT the trait name which can easily be misinterpreted.

Traits with an asterisk indicate you may have had some confusion related to that factor when answering the questionnaire. A double asterisk indicates a lot of confusion.

## Traits

The traits are listed in order of your preference and they are divided into sections.

The first section, Life Themes, shows your top 5 traits which reflect your highest values and preferences. These have the greatest influence on your life. If these traits are utilized in your job, it can increase your job satisfaction. Do they resonate with you? Do you get an opportunity to use these in your current job?

The last section are traits you least enjoy and probably prefer not to do. If these traits are utilized in your job, it will decrease your job satisfaction. Are any of these called upon in your current job? If so, how do you feel when they are required?

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

Trait	Score	Description
Self-Improvement	10.0	The tendency to attempt to develop or better oneself
Enthusiastic	10.0	The tendency to be eager and excited toward one's own goals
Precise	9.7	The enjoyment of work that requires being exact and the tendency to be detail oriented
Wants Recognition	9.5	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Persistent	9.4	The tendency to be tenacious despite encountering significant obstacles

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

Trait	Score	Description
Self-Motivated	9.3	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Experimenting	9.2	The tendency to try new things and new ways of doing things
Wants To Lead	9.1	The desire to be in a position to direct or guide others
Collaborative	9.0	The tendency to collaborate with others when making decisions
Takes Initiative	9.0	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Wants Capable Leader	8.9	The desire to have a leader one perceives to be capable
Warmth / empathy	8.3	The tendency to express positive feelings and affinity towards others
Enforcing	8.2	The tendency to insist upon necessary rules being followed
Analyses Pitfalls	8.2	The tendency to scrutinise potential difficulties related to a plan or strategy
Cause Motivated	8.0	The tendency to be motivated to help society
Helpful	7.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Systematic	7.9	The enjoyment of tasks that require carefully or methodically thinking through steps
Wants Challenge	7.6	The willingness to attempt difficult tasks or goals

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

Trait	Score	Description
Authoritative	7.4	The desire for decision-making authority and the willingness to accept decision-making responsibility
Influencing	7.2	The tendency to try to persuade others
Self-Acceptance	7.2	The tendency to like oneself ("I'm O.K. the way I am")
Frank	7.1	The tendency to be straightforward, direct, to the point, and forthright
Open / reflective	7.0	The tendency to reflect on many different viewpoints
Analytical	7.0	The tendency to logically examine facts and situations (not necessarily analytical ability)
Outgoing	6.9	The tendency to be socially extroverted and the enjoyment of meeting new people
Diplomatic	6.8	The tendency to state things in a tactful manner
Risking	6.6	The tendency to feel comfortable with business ventures that involve uncertainty
Tolerance Of Bluntness	6.4	The level of comfort related to receiving abrupt or frank communications from others
Enlists Cooperation	6.3	The tendency to invite others to participate in or join an effort
Certain	6.2	The tendency to feel confident in one's opinions
Optimistic	5.9	The tendency to believe the future will be positive
Organised	5.9	The tendency to place and maintain order in an environment or situation
Flexible	5.8	The tendency to easily adapt to change
Planning	5.6	The tendency to formulate ideas related to the steps and process of accomplishing an objective

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

Trait	Score	Description
Intuitive	4.9	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Wants Diplomacy	4.8	The desire for others to be tactful
Manages Stress Well	4.5	The tendency to deal effectively with strain and difficulty when it occurs
Tolerance Of Structure	4.2	The tolerance of following rules, schedules, and procedures created by someone else
Wants Autonomy	4.1	The desire to have freedom or independence from authority
Comfort With Conflict	4.0	The tendency to be comfortable with confrontation or strife
Wants Stable Career	3.5	The desire for long-term or permanent employment

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

Trait	Score	Description
Assertive	3.0	The tendency to put forward personal wants and needs
Wants Frankness	3.0	The desire for others to be direct, straightforward, and to the point
Relaxed	2.9	The tendency to feel at ease or calm while working
Wants High Pay	2.8	The desire to earn greater remuneration
Tempo	2.5	The enjoyment of work that needs to be done quickly

## Employment Expectations

This section reflects your employment expectations. Ideally, your **top 5** expectations are **at least in the process of being met**. Reflect on your level of fulfilment for each of those top 5 expectations. These issues provide an important framework for a discussion with your manager.

Employment Expectations	Score	Description
Wants Advancement	10.0	The desire to have work opportunities to expand one's career or responsibilities
Wants Development	9.0	The desire to have work opportunities to learn new skills or increase abilities

Employment Expectations	Score	Description
Wants Quick Pay Increases	8.0	The desire to have an employer who offers relatively frequent pay increases
Wants Opinions Valued	7.0	The desire to have an employer who listens and gives importance to one's views
Wants Appreciation	6.0	The desire to have an employer who expresses appreciation for one's work
Wants To Be Informed	5.0	The desire to have an employer who freely shares information related to one's work or job
Wants Work/Life Balance	4.0	The desire to have sufficient time away from work for rest, enjoyment, or family
Wants Social Opportunities	3.0	The desire to have a workplace that enables one to meet and interact with others
Wants Personal Help	2.0	The desire to receive some form of employer support related to one's personal difficulties
Wants Flexible Work Time	1.0	The desire to have flexible working hours or holiday schedules

## Task Preferences

This section displays your preference levels related to a range of tasks. Your job satisfaction will be increased if your job involves tasks with scores of 8 or above. Your job satisfaction will be decreased if your job involves tasks with scores of less than 4. Hopefully your job doesn't frequently require these.

Task Preference	Score	Description
Research / learning	9.7	The enjoyment of gathering and comprehending new information
Teaching	8.5	The enjoyment of instructing, training, or educating others
Building / making	7.7	The enjoyment of constructing or putting together anything
Clerical	5.8	The enjoyment of tasks such as typing or filing or organising information
Mechanical	5.4	The enjoyment of work that involves fixing or repairing something
Public Speaking	5.2	The enjoyment of presenting or articulating information to groups of people
Numerical	4.9	The enjoyment of counting, calculating, or analysing quantities using mathematics
Computers	4.0	The enjoyment of working with electronic machines that calculate, store, or analyse information
Driving	3.3	The enjoyment of operating a motor vehicle
Artistic	3.1	The enjoyment of making things look beautiful or attractive
Manual Work	2.9	The enjoyment of work that involves using one's hands
Physical Work	2.4	The enjoyment of work that involves substantial bodily effort

## Interests

This section lists your interests in order. You will have more passion and enjoyment for your job if it involves interests with score of 8 or above. If your job involves interests with scores below 4, it is likely to hinder your work passion.

Interest	Score	Description
Physical Science	10.0	The interest in the physics and chemistry of nature
Legal Matters	10.0	The interest in rules created by social institutions to govern society and business
Biology	10.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Finance / business	10.0	The interest in commerce or fiscal management
Selling	10.0	The interest in convincing or influencing others to purchase a product or service
Psychology	10.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Plants	10.0	The interest in shrubs, gardening, botany, trees, or farming
Science	9.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Medical Science	9.0	The interest in at least one of the applied sciences related to healthcare
Health / medicine	8.0	The interest in health or medicine

Interest	Score	Description
Manufacturing	8.0	The interest in the production of products using labour, machines, or chemicals
Computer Hardware	7.0	The interest in the physical elements that constitute a computer system
Computer Software	7.0	The interest in the non-tangible program components (i.e. software) of computers
Writing / language	6.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Children	6.0	The interest in working with children
Sports	6.0	The interest in work that involves sports
Animals	6.0	The interest in working with mammals, birds, reptiles, or fish
Travel	6.0	The interest in work that involves frequently taking a journey
Entertainment	6.0	The interest in activity that holds the attention and interest of an audience
Electronics	5.0	The interest in designing, assembling, repairing, or operating automated or computerised equipment
Food	2.0	The interest in work relating to food

## Work Environment Preferences

This section lists work environment preferences. If your job requires being in a work environment related to factors in which you score **8 or above**, it will **contribute to your comfort level**. If your job requires being in a work environment related to factors in which you score **4 or below**, it will make your work environment **less comfortable**.

Work Environment Preference	Score	Description
Team	8.5	The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so)
Pressure Tolerance	6.8	The level of comfort related to working under deadlines and busy schedules
Repetition	5.7	The tolerance of monotonous work: the same single activity is repeated over and over (e.g. assembly line)
Outdoors	4.5	The desire to work in an outside environment
Noise	4.0	The tolerance of working in an environment that has loud or continuous sounds
Public Contact	3.8	The tendency to feel comfortable with interacting directly with a wide range of people representative of general society
Standing	2.5	The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around)
Sitting	2.3	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around

## Behavioural Competencies

Behavioural Competencies are something we are able to do and tend to do. These are **composed of multiple traits**. If your job requires behavioural competencies in which you have a score of **8 or above**, you are more likely to **enjoy the job**. If it requires behavioural competencies in which you score **below 5**, it is likely to **hinder your work satisfaction**.

Behavioural Competency	Score	Description
Innovative	9.3	The tendency to create new and more effective ways of doing things
Provides Direction	9.2	The tendency to provide others with clear direction or guidance
Coaching	9.0	The tendency to effectively facilitate the development of others (one-to-one interactions)
Organisational Compatibility	8.9	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Receives Correction	8.8	The tendency to accept guidance intended to improve performance
Effective Enforcing	8.4	The tendency to skilfully correct others when they are violating rules or performing poorly
Interpersonal Skills	8.3	The tendency to have a balance of traits that relate to effective interaction with others



Behavioural Competency	Score	Description
People Oriented	8.0	The tendency to positively interact with others
Handles Autonomy	7.8	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)
Doesn't Need Structure	7.8	The tendency to work effectively without much structure (assuming sufficient job related knowledge)
Judgment (strategic)	7.7	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Negotiating	7.6	The tendency to bargain in order to reach a beneficial agreement
Handles Conflict	7.1	The tendency to skilfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Tolerance Of Evasiveness	6.6	The level of comfort related to dealing with people who are indirect or lacking in frankness
Self-Employed	6.3	The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)

## Traits to Avoid for this Position

The traits below are related to the Key Account Manager position which was selected when running your report. The **ideal score** for these traits is **zero** which indicates you don't have the trait. The traits with **red highlights** indicate your score **could hinder your job satisfaction** and success. They are potential areas for development for the Key Account Manager position.

Traits to Avoid	Score	Description
Precise But Slow	6.5	The tendency to be exact or precise without being sufficiently productive
Self-Sacrificing	4.8	The tendency to respond to others' needs without sufficiently expressing one's own needs
Self-Critical	2.8	The tendency to seek self-improvement without sufficiently being self-accepting
Cautious	1.6	The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks
Blunt	0.3	The tendency to be frank or direct without being sufficiently tactful or diplomatic
Permissive	0.1	The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable
Defensive	0.0	The tendency to be self-accepting without sufficiently intending to improve
Dogmatic	0.0	The tendency to be certain of opinions without sufficiently being open to different ideas
Evasive	0.0	The tendency to be tactful without being sufficiently direct
Dominating	0.0	The tendency to be assertive of one's needs without sufficiently being helpful to others
Authoritarian	0.0	The tendency to make decisions independently without sufficiently collaborating with others
Fast But Imprecise	0.0	The tendency to work quickly without sufficient attention to detail or accuracy



**REPORT FOR**  
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**DATE OF COMPLETION**  
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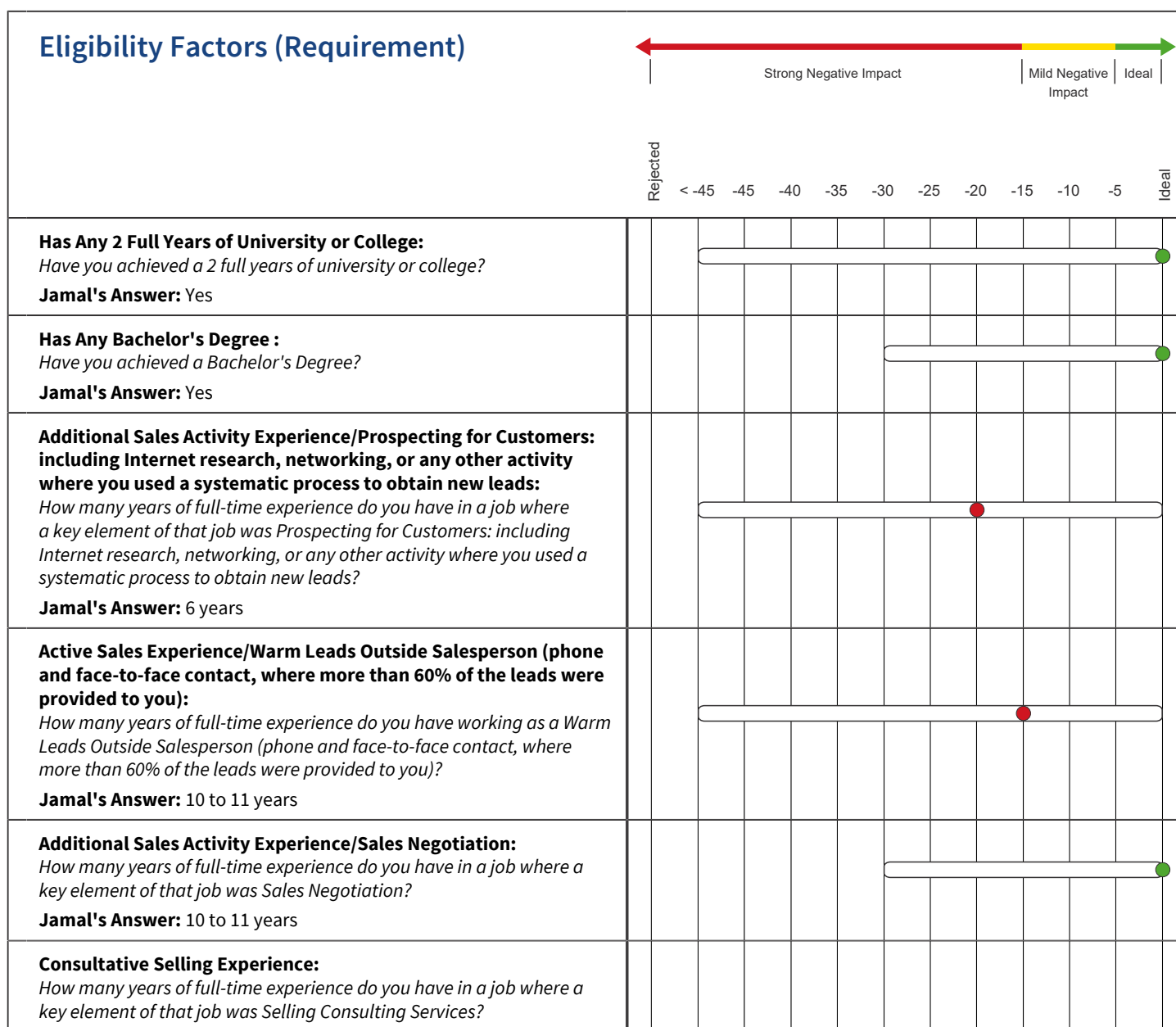
**RELIABILITY - 94.0%**  
 Answers were very likely accurate and truthful

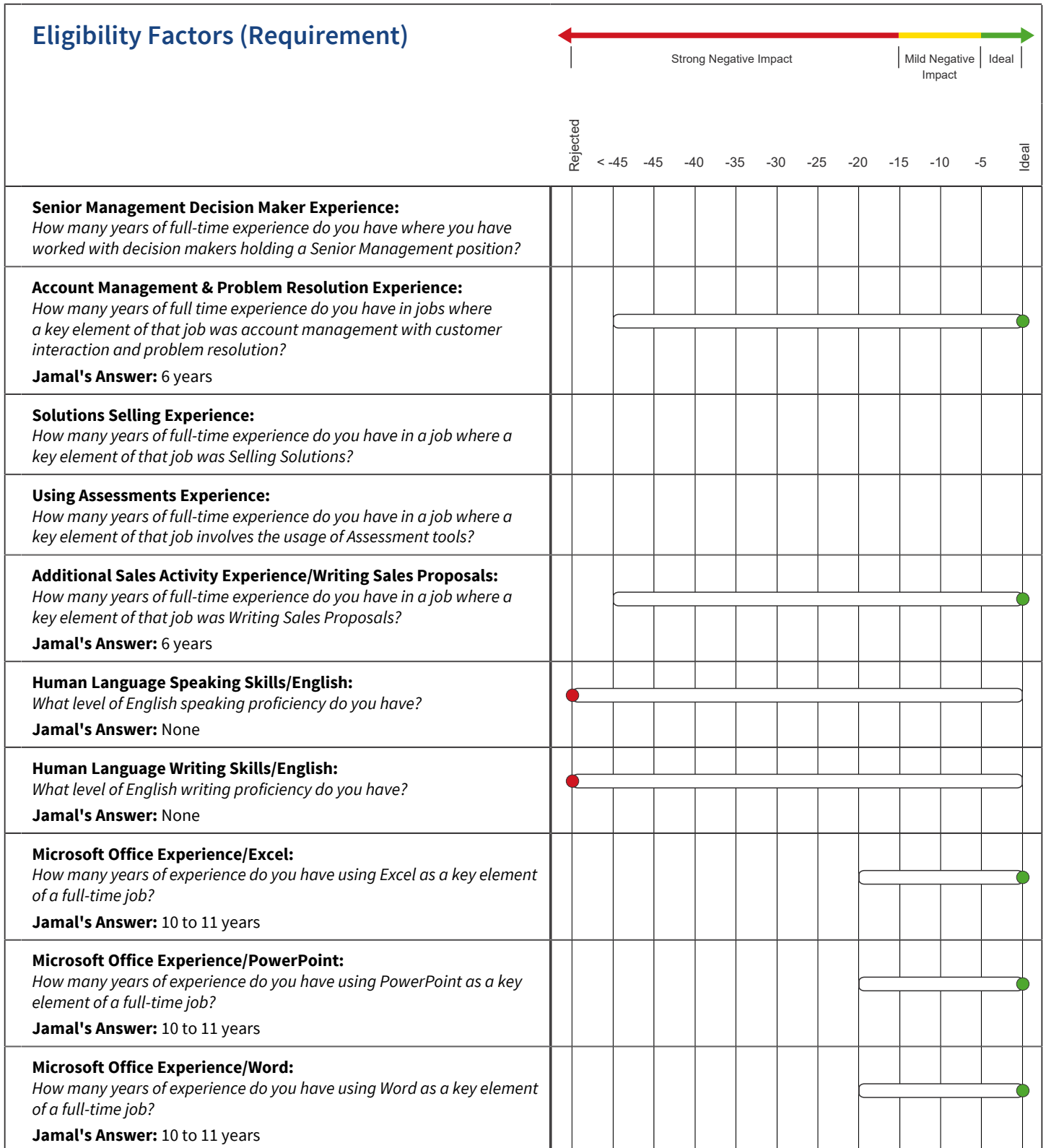
**ORGANISATION**  
 Assess On Demand Limited

**Eligibility**

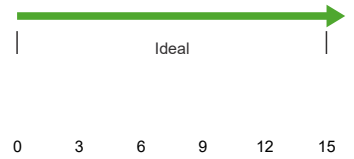
This section includes prior experience, education and skills that you have selected for this job. The score below each factor shows the answer that the applicant chose or the adjusted answer from the interview (if the interview has occurred).

The 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 factor in the Job Success Formula setup.





## Eligibility Factors (Bonus)



**Bachelor Degree Subject/Any Psychology Related Subject:**  
 Have you achieved a Bachelor's Degree in Any Psychology Related Subject?

**Jamal's Answer:** No

**Human Resources Consulting Experience:**  
 How many years of full-time experience do you have where you were involved in Human Resource Consulting?

**Human Language Speaking Skills/Chinese, Cantonese:**  
 What level of Chinese, Cantonese speaking proficiency do you have?

**Jamal's Answer:** None

## 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.

Essential traits (in order of importance)		Negative Impact < > Positive Impact											
		Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i>  Narrative: Jamal very often tends to take initiative. This initiative will help him/her to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Jamal's degree of initiative will probably have a positive impact on job satisfaction and/or performance.		9.0											
<b>Wants Challenge:</b> <i>The willingness to attempt difficult tasks or goals</i>  Narrative: Jamal is motivated by challenging tasks or projects. Jamal will prefer an employer who is able to offer challenging work. His/Her strong drive for achievement will probably be a good example for others. Jamal's degree of drive to achieve challenging objectives will probably have a somewhat positive impact on job satisfaction and/or performance.		7.6											
<b>Analytical:</b> <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i>  Narrative: Jamal often analyses problems and decisions and usually enjoys it. Jamal's degree of enjoyment of analysing will probably have a slightly positive impact on job satisfaction and/or performance.		7.0											
<b>Influencing:</b> <i>The tendency to try to persuade others</i>  Narrative: Jamal tends to engage in persuading and influencing others. Assuming he/she has the right balance of other interpersonal traits, Jamal may be reasonably skilful in expressing his/her ideas to staff, co-workers, and/or clients. Jamal's degree of enjoyment of influencing will probably have a slightly positive impact on job satisfaction and/or performance.		7.2											

## Harrison Assessments Suitability

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong	
<b>Persistent:</b> <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: Jamal is very determined and perseveres with a task despite many obstacles. Jamal's tendency to be persistent will probably have a somewhat positive impact on job satisfaction and/or performance.	9.4												
<b>Outgoing:</b> <i>The tendency to be socially extroverted and the enjoyment of meeting new people</i> Narrative: Jamal generally enjoys meeting new people and is probably somewhat outgoing. Jamal's enjoyment of new people will probably have a slightly positive impact on job satisfaction and/or performance.	6.9												
<b>Self-Acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Jamal is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. Jamal's degree of self-acceptance will probably have a slightly positive impact on job satisfaction and/or performance.	7.2												
<b>Self-Improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Jamal has a very strong intention to improve himself/herself. Jamal's degree of interest in self-improvement will probably have a somewhat positive impact on job satisfaction and/or performance.	10.0												
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Jamal may tend to be moderately optimistic and cheerful. Jamal may occasionally need to adjust his/her attitude to be a little more positive when it comes to dealing with staff and co-workers. Jamal's degree of optimism is sufficient for this job.	5.9												

## Harrison Assessments Suitability

Desirable traits <i>(in order of importance)</i>		Negative Impact <					
	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Authoritative:</b> <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i> Narrative: Jamal generally likes to have decision-making authority and is willing to accept responsibility. Jamal's degree of enjoyment of having decision-making authority is sufficient for this job.	7.4						
<b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i> Narrative: Jamal very much enjoys collaboration and is probably very willing to collaborate with others with regard to making important decisions. Jamal's degree of enjoyment from collaborating is sufficient for this job.	9.0						
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Jamal is fairly capable of being tactful and usually tends to state things in a diplomatic manner. Jamal's degree of diplomacy is sufficient for this job.	6.8						
<b>Enthusiastic:</b> <i>The tendency to be eager and excited toward one's own goals</i> Narrative: Jamal tends to be highly enthusiastic about his/her goals. If Jamal's goals are in alignment with the organisation's objectives, he/she will probably have a very strong drive to achieve those objectives. Jamal's degree of enthusiasm for his/her goals is sufficient for this job.	10.0						
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Jamal generally enjoys reflecting on different ideas and opinions, and he/she is relatively open-minded. Jamal's degree of enjoyment of reflecting on different ideas and opinions is sufficient.	7.0						
<b>Research / learning:</b> <i>The enjoyment of gathering and comprehending new information</i> Narrative: Jamal greatly enjoys researching and learning new information. Jamal's degree of enjoyment of researching and learning new information is sufficient for this job.	9.7						
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Jamal is moderately tolerant of people who are blunt. Jamal's degree of tolerance of bluntness is sufficient for this job.	6.4						

## Harrison Assessments Suitability

Desirable traits (in order of importance)		Negative Impact <					
	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity towards others</i> Narrative: Jamal often expresses warmth and empathy. Jamal's degree of expressing warmth and empathy is sufficient for this job.	8.3						
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Jamal tends to be quite helpful and conscious of others' needs. Jamal's degree of helpfulness is sufficient for this job.	7.9						
<b>Public Speaking:</b> <i>The enjoyment of presenting or articulating information to groups of people</i> Narrative: Jamal only moderately enjoys making presentations to groups and is probably only moderately comfortable doing so. Jamal's degree of enjoyment of making presentations to groups is sufficient for this job.	5.2						
<b>Tempo:</b> <i>The enjoyment of work that needs to be done quickly</i> Narrative: Jamal likes to work at an unhurried pace and prefers to avoid doing work that requires a rapid pace. Jamal's preferred pace of work will probably have a somewhat negative impact on job satisfaction and/or performance.	2.5						
<b>Assertive:</b> <i>The tendency to put forward personal wants and needs</i> Narrative: Jamal often hesitates to put forward his/her own needs. Jamal's degree of assertiveness will probably have a slightly negative impact on job satisfaction and/or performance.	3.0						
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i> Narrative: Jamal very much enjoys trying new things and frequently experiments with new ways of doing things. Jamal's tendency to experiment is sufficient for this job.	9.2						
<b>Pressure Tolerance:</b> <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Jamal is reasonably likely to work well under the pressure of deadlines and tight schedules. Jamal's degree of tolerance of pressure is sufficient for this job.	6.8						



## Harrison Assessments Suitability

Desirable traits <i>(in order of importance)</i>	Negative Impact <						
	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Analyses Pitfalls:</b> <i>The tendency to scrutinise potential difficulties related to a plan or strategy</i>  Narrative: Jamal has a natural tendency to analyse the potential difficulties of plans and strategies. Therefore, Jamal is likely to be mindful when it comes to making strategic decisions. Jamal's degree of enjoyment of analysing potential difficulties is sufficient.	8.2				<div><div></div></div>		
<b>Planning:</b> <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i>  Narrative: Jamal moderately enjoys planning. Jamal's degree of enjoyment of planning is sufficient for this job.	5.6				<div><div></div></div>		
<b>Teaching:</b> <i>The enjoyment of instructing, training, or educating others</i>  Narrative: Jamal is very interested in teaching or instructing others. Jamal's level of interest in teaching or instructing others is sufficient for this job.	8.5				<div><div></div></div>		
<b>Wants To Lead:</b> <i>The desire to be in a position to direct or guide others</i>  Narrative: Jamal has a strong desire to be in a leadership position. He/She has a strong drive to take charge. Jamal's degree of willingness to be in a leadership position is sufficient for this job.	9.1				<div><div></div></div>		
<b>Certain:</b> <i>The tendency to feel confident in one's opinions</i>  Narrative: Jamal is moderately certain of his/her opinions. Jamal's degree of certainty about his/her opinions is sufficient.	6.2				<div><div></div></div>		
<b>Frank:</b> <i>The tendency to be straightforward, direct, to the point, and forthright</i>  Narrative: Jamal is fairly capable of being frank and usually tends to state things in a direct manner. Jamal's degree of frankness is sufficient for this job.	7.1				<div><div></div></div>		
<b>Manages Stress Well:</b> <i>The tendency to deal effectively with strain and difficulty when it occurs</i>  Narrative: Jamal is moderately able to manage stress. Jamal's level of ability to manage stress is sufficient.	4.5				<div><div></div></div>		
<b>Flexible:</b> <i>The tendency to easily adapt to change</i>  Narrative: Jamal tends to be moderately adaptive and comfortable with change. Jamal's degree of flexibility is sufficient for this job.	5.8				<div><div></div></div>		

## Harrison Assessments Suitability

### Desirable traits

(in order of importance)

Negative Impact <

	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Organised:</b> <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Jamal tends to be moderately well organised. Jamal's degree of being organised is sufficient for this job.	5.9						
<b>Computers:</b> <i>The enjoyment of working with electronic machines that calculate, store, or analyse information</i> Narrative: Jamal gets fairly little enjoyment from working with computers. Jamal's degree of enjoyment of working with computers is sufficient for this job.	4.0						
<b>Numerical:</b> <i>The enjoyment of counting, calculating, or analysing quantities using mathematics</i> Narrative: Jamal only moderately enjoys working with numbers. Jamal's degree of enjoyment of working with numbers is sufficient for this job.	4.9						
<b>Precise:</b> <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> Narrative: Jamal greatly enjoys precision tasks and tends to be extremely precise and attentive to detail. Jamal's degree of exactness is sufficient for this job.	9.7						
<b>Systematic:</b> <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: Jamal enjoys work that requires being systematic and tends to be quite systematic. Jamal's degree of being systematic is sufficient for this job.	7.9						

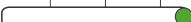
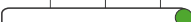




### Traits to avoid

(in order of importance)

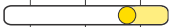




Negative Impact <

	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: Jamal probably does not have a significant degree of defensiveness. Jamal's degree of defensiveness will NOT hinder performance.	0.0						

## Harrison Assessments Suitability

<b>Traits to avoid</b> <i>(in order of importance)</i>		Negative Impact <					
	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: Jamal probably does not have a significant degree of being blunt. Jamal's degree of being blunt will NOT hinder performance.	0.3						
<b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: Jamal probably does not have a significant degree of being dogmatic. Jamal's degree of being dogmatic will NOT hinder performance.	0.0						
<b>Evasive:</b> <i>The tendency to be tactful without being sufficiently direct</i> Narrative: Jamal probably does not have a significant degree of being evasive. Jamal's degree of being evasive will NOT hinder performance.	0.0						
<b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i> Narrative: Jamal probably does not have a significant degree of being dominating. Jamal's degree of being dominating will NOT hinder performance.	0.0						
<b>Permissive:</b> <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Jamal probably does not have a significant degree of permissiveness. Jamal's degree of permissiveness will NOT hinder performance.	0.1						
<b>Self-Critical:</b> <i>The tendency to seek self-improvement without sufficiently being self-accepting</i> Narrative: Jamal probably has a slight tendency to be self-critical. Jamal's tendency to be a little hard on himself/herself may occasionally cause him/her to take things personally. Jamal's degree of self-criticalness will NOT hinder performance.	2.8						

## Harrison Assessments Suitability

<b>Traits to avoid</b> <i>(in order of importance)</i>	Jamal's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Negative Impact <
<b>Self-Sacrificing:</b> <i>The tendency to respond to others' needs without sufficiently expressing one's own needs</i>  Narrative: Jamal probably has a tendency give up his/her own needs while trying to help others. As a result of giving up his/her own needs, Jamal may not be able to assert the needs of the company for which he/she is responsible. Jamal's degree of being self-sacrificing will probably have a slightly negative impact on job satisfaction and performance.	4.8							
<b>Authoritarian:</b> <i>The tendency to make decisions independently without sufficiently collaborating with others</i>  Narrative: Jamal probably does not have a significant degree of making decisions without sufficiently collaborating. Jamal's degree of making decisions without sufficiently collaborating will NOT hinder performance.	0.0							
<b>Cautious:</b> <i>The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks</i>  Narrative: Jamal has very little tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks. This will probably support job satisfaction and will NOT hinder performance.	1.6							
<b>Fast But Imprecise:</b> <i>The tendency to work quickly without sufficient attention to detail or accuracy</i>  Narrative: Jamal probably does not have a significant degree of being fast but imprecise. Jamal's degree of being fast but imprecise will NOT hinder performance.	0.0							
<b>Precise But Slow:</b> <i>The tendency to be exact or precise without being sufficiently productive</i>  Narrative: Jamal probably has a very strong tendency to focus on details to the extent of slowing productivity. Jamal's degree of being precise but slow will probably have a slightly negative impact on job satisfaction and/or performance.	6.5							

**REPORT FOR**  
Jamal Abdullah

**DATE OF COMPLETION**  
23/06/2016

**ORGANISATION**  
Assess On Demand Limited

## Introduction

### Eligibility

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

Eligibility answer options on the right are those presented to the candidates 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.

#### Eligibility

Have you achieved a 2 full years of university or college?	<input type="radio"/> No <input checked="" type="radio"/> Yes	<b>NOTES:</b>
--	--	---------------

Have you achieved a Bachelor's Degree?	<input type="radio"/> No <input checked="" type="radio"/> Yes	<b>NOTES:</b>
--	--	---------------

Have you achieved a Bachelor's Degree in Any Psychology Related Subject?	<input checked="" type="radio"/> No <input type="radio"/> Yes	<b>NOTES:</b>
--	--	---------------

How many years of full-time experience do you have in a job where a key element of that job was Prospecting for Customers: including Internet research, networking, or any other activity where you used a systematic process to obtain new leads?	<input type="radio"/> Zero to 3 months <input type="radio"/> 4 to 11 months <input type="radio"/> 1 year <input type="radio"/> 2 years <input type="radio"/> 3 years <input type="radio"/> 4 years <input type="radio"/> 5 years <input checked="" type="radio"/> 6 years <input type="radio"/> 7 years <input type="radio"/> 8 to 9 years <input type="radio"/> 10 to 11 years <input type="radio"/> 12 to 14 years <input type="radio"/> 15 or more years	<b>NOTES:</b>
--	---	---------------

## Eligibility

How many years of full-time experience do you have working as a Warm Leads Outside Salesperson (phone and face-to-face contact, where more than 60% of the leads were provided to you)?

- ☐ Zero to 3 months
- ☐ 4 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 experience do you have in a job where a key element of that job was Sales Negotiation?

- ☐ Zero to 3 months
- ☐ 4 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 experience do you have in a job where a key element of that job was Selling Consulting Services?

- ☐ Zero to 3 months
- ☐ 4 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:**

## Eligibility

How many years of full-time experience do you have where you were involved in Human Resource Consulting?

- ☐ Zero to 3 months
- ☐ 4 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 experience do you have where you have worked with decision makers holding a Senior Management position?

- ☐ Zero to 3 months
- ☐ 4 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 experience do you have in jobs where a key element of that job was account management with customer interaction and problem resolution?

- ☐ Zero to 3 months
- ☐ 4 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:**



## Eligibility

How many years of full-time experience do you have in a job where a key element of that job was Selling Solutions?

- ☐ Zero to 3 months
- ☐ 4 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 experience do you have in a job where a key element of that job involves the usage of Assessment tools?

- ☐ Zero to 3 months
- ☐ 4 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 experience do you have in a job where a key element of that job was Writing Sales Proposals?

- ☐ Zero to 3 months
- ☐ 4 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:**

## Eligibility

What level of English speaking proficiency do you have?

- None
- Poor - Can understand and speak basic phrases enough to be understood with the aid of a translation dictionary
- Basic - Can understand and speak well enough to have a simple conversation without the aid of a translation dictionary
- Intermediate - Can understand and speak well enough to have a complicated conversation without the aid of a translation dictionary, but with a limited vocabulary and occasional mistakes
- Native - Can speak as well as a native adult speaker of the language with an average education
- Advanced - Have substantial experience with public speaking and/or have had university level training in public speaking, debate, or related skills in the language
- Master - Have worked at least 3 years as a full time professional speaker in this language or where public speaking was the key element of such a job

### NOTES:

## Eligibility

What level of Chinese, Cantonese speaking proficiency do you have?

- None
- Poor - Can understand and speak basic phrases enough to be understood with the aid of a translation dictionary
- Basic - Can understand and speak well enough to have a simple conversation without the aid of a translation dictionary
- Intermediate - Can understand and speak well enough to have a complicated conversation without the aid of a translation dictionary, but with a limited vocabulary and occasional mistakes
- Native - Can speak as well as a native adult speaker of the language with an average education
- Advanced - Have substantial experience with public speaking and/or have had university level training in public speaking, debate, or related skills in the language
- Master - Have worked at least 3 years as a full time professional speaker in this language or where public speaking was the key element of such a job

## NOTES:

## Eligibility

What level of English writing proficiency do you have?

- None
- Poor - Can write basic phrases with the aid of a translation dictionary
- Basic - Can write well enough to compose at least one page of simple text without the aid of a translation dictionary, even though there may be significant grammatical errors
- Intermediate - Can write well enough to compose normal text without the aid of a translation dictionary, but with a limited vocabulary and occasional grammatical and/or spelling mistakes
- Native - Can write as well as a native-born adult writer with an average education
- Advanced - Can write and edit at a level consistent with at least 3 years of university education that required writing skills in this language
- Business - At least 2 years experience writing or editing as part of your professional job
- Master - At least 2 years experience as a professional writer or editor

**NOTES:**

How many years of experience do you have using Excel as a key element of a full-time job?

- Zero to 3 months
- 4 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:**

## Eligibility

How many years of experience do you have using PowerPoint as a key element of a full-time job?

- ☐ Zero to 3 months
- ☐ 4 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 using Word as a key element of a full-time job?

- ☐ Zero to 3 months
- ☐ 4 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:**

**REPORT FOR**  
Jamal Abdullah**DATE OF COMPLETION**  
23/06/2016**RELIABILITY - 94.0%**  
Answers were very likely accurate and truthful**ORGANISATION**  
Assess On Demand Limited

## 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

#### Takes Initiative

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

#### Look For...

Jamal's degree of initiative and appropriateness of initiative. The more Jamal 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

#### Self-Improvement

Tell me some examples of ways you are trying to improve yourself.

#### Look For...

Jamal's strength of intent to improve and the relevance of the examples to this position. The more Jamal 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

### Optimistic

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

#### Look For...

A genuine feeling of optimism. The more Jamal 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

### Outgoing

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

#### Look For...

Jamal's degree of enjoyment related to meeting new people and the degree of interaction he/she initiated. The more Jamal 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

### Analytical

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

#### Look For...

Jamal's degree of enjoyment, the difficulty of the problem, and the degree of resolution achieved. The more Jamal 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

### Self-Acceptance

Tell me something you particularly like about yourself.

#### Look For...

The significance of his/her example(s) and the degree of genuine self-acceptance he/she exhibited. The more Jamal 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

### Influencing

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

#### Look For...

Jamal's enjoyment of being persuasive, his/her comfort with being persuasive, and especially the degree of persuasiveness he/she exhibited. The more Jamal 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, Jamal's degree of motivation related to challenges, and especially the relevance of the challenges to this position. The more Jamal 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

### 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 Jamal 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

**REPORT FOR**  
Jamal Abdullah

**DATE OF COMPLETION**  
23/06/2016

**RELIABILITY - 94.0%**  
Answers were very likely accurate and truthful

**ORGANISATION**  
Assess On Demand Limited

**This report identifies the key leverage points for Jamal that will help you to convince Jamal 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 Jamal and emphasise 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

Jamal has a very strong intention to improve himself/herself. Therefore, if you want to attract Jamal to work for your company, explain the ways in which this position could help him/her to improve.

Jamal has a very strong desire to be recognised for his/her abilities. If your organisation or his/her potential supervisor is good at giving recognition, explain to him/her how it is the case.

Jamal is highly enthusiastic about his/her goals. Ask Jamal 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 Jamal's goals could be achieved in this position.

## Important Factors to Consider

Jamal has a strong desire to collaborate with regard to decisions. Explain the ways in which this position will have opportunities for such collaboration.

Jamal is very motivated by opportunities to take initiative. To attract Jamal to work for your company, specify the areas in which he/she will be able to take initiative. If Jamal has strong eligibility, convince him/her that opportunities will be provided. If Jamal'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.

Jamal has a strong desire to work for a very capable authority. Tell Jamal about the strengths of his/her supervisor, the CEO, or someone in the organisation that he/she might respect. Look at Jamal's highest traits and determine who in the organisation also has those tendencies. You could even introduce Jamal to that person.

Jamal has a strong desire to be in a leadership position. He/She has a strong drive to take charge. Thus, Jamal 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.

Jamal very much enjoys working in a team. If the position involves teamwork, explain the ways in which he/she will have opportunities to work closely in a team.

## Other Possible Factors to Consider

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

Jamal is motivated by challenging tasks or projects. To attract Jamal 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.

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

Jamal values a warm and friendly work environment. If that is the case, discuss this aspect of your organisation with him/her.



**REPORT FOR**  
Jamal Abdullah

**DATE OF COMPLETION**  
23/06/2016

**RELIABILITY - 94.0%**  
Answers were very likely accurate and truthful

**ORGANISATION**  
Assess On Demand Limited

**The Engagement and Employment Expectations report enables individuals and managers to enter fruitful discussions that establish mutually beneficial long-term employment relationships.**

It identifies Jamal's important expectations and the behaviours that support these expectations.

If the individual completes the fulfillment portion of the questionnaire, it can also measure whether their important expectations are currently fulfilled.

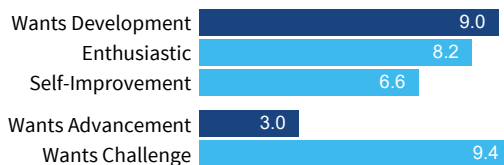
This report should be considered in conjunction with Job Success Analysis (Suitability) because the enjoyment and interest in the specific job will also impact engagement.

## How to Interpret

An overview of the eight areas of expectation is displayed on the following page. The bullet points below explain how to interpret the graph (see figure 1 below):

- The dark blue bars are the Individual's Expectations.
- The light blue bars are the Supporting Behaviours that help fulfill the corresponding expectation(s).
- The length of the bars reflect the strength of the expectations or supporting behaviours.
- Important Expectations are those the individual rated as 6 or greater in importance.

### Development Expectations



## For Managers

Start by focusing on your team member's Red fulfillment scores. Explore their expectations and request examples and/or specifics regarding what is expected and what would be necessary from both the individual and the organisation to fulfill this expectation.

For example if Wants Career Development is high then explore the specific type of career development the individual is seeking and how that might be fulfilled in the current job. Consider what the organisation can offer and what would be expected from the individual.

## For Individuals

Start by reviewing the Green fulfillment scores to reinforce the areas where your expectations are mostly fulfilled. Then review the Yellow and Red fulfillment scores and identify the specific issues related to what you would like from the organisation. Also consider the behaviours or contributions you might need to develop in order to achieve this expectation. Note strong scores on the Supporting Behaviours (light blue bars) are usually needed to fulfill the related expectation.

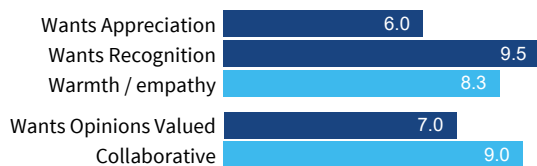
## Overview



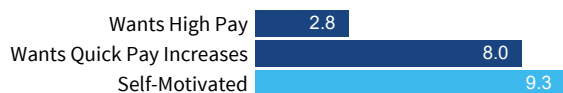
## Development Expectations



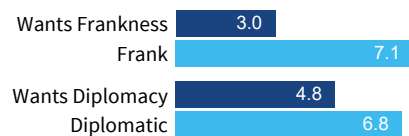
## Appreciation Expectations



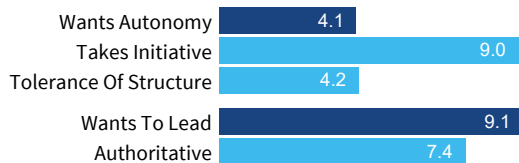
## Remuneration Expectations



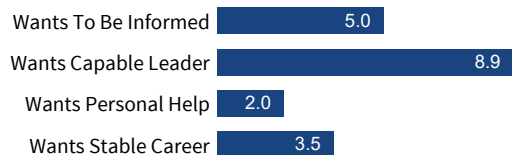
## Communication Expectations



## Authority Expectations



## Personal Expectations



## Social Expectations



## Work Life Balance Expectations

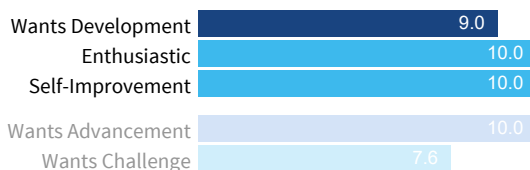




## Development Expectations

This section analyses employee expectations for development opportunities, highlights related organisational behaviour, and provides guidelines for managing career development expectations.

### Wants Development Expectations



**Wants Development:** The desire to have work opportunities to learn new skills or increase abilities

**Enthusiastic:** The tendency to be eager and excited toward one's own goals

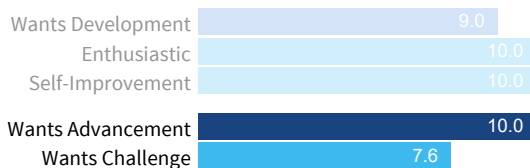
**Self-Improvement:** The tendency to attempt to develop or better oneself

### Tendencies for Wants Development

Jamal considers career development to be very important and thus, it is very important to provide development opportunities. Jamal has an extremely strong tendency to be clear about goals. Thus, he/she will probably have career development goals in mind. Discuss those goals to obtain a clear understanding before suggesting or creating a development plan.

Jamal considers self-improvement to be extremely important and may be extremely willing to develop new competencies related to career development.

### Wants Advancement Expectations



**Wants Advancement:** The desire to have work opportunities to expand one's career or responsibilities

**Wants Challenge:** The willingness to attempt difficult tasks or goals

### Tendencies for Wants Advancement

Jamal considers career advancement to be extremely important and thus, it is extremely important to provide information about advancement opportunities that are available and what is required to achieve them. Jamal is willing to pursue difficult challenges related to career advancement. If advancement is considered, he/she will probably embrace any challenges related to advancement.

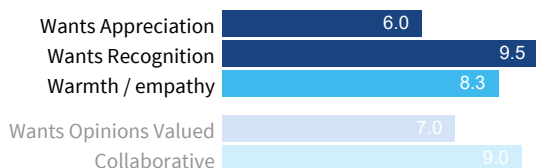




## Appreciation Expectations

This section analyses employee expectations and organisational behaviour related to giving and receiving appreciation and provides guidelines for managing the need for recognition.

### Wants Appreciation Expectations



**Wants Appreciation:** The desire to have an employer who expresses appreciation for one's work

**Wants Recognition:** The desire for positive acknowledgement (from others) related to one's abilities and strengths

**Warmth / empathy:** The tendency to express positive feelings and affinity towards others

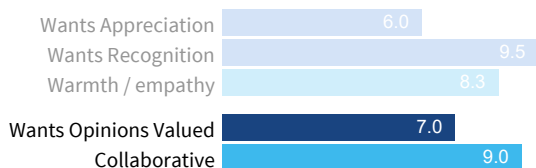
### Tendencies for Wants Appreciation

Jamal considers receiving appreciation to be moderately important. It is moderately important for management to communicate sincere appreciation for work contributions. This is best fulfilled with an occasional one-on-one communication that establishes that his/her contributions are understood and appreciated.

Jamal considers receiving recognition to be extremely important. Consequently, it is extremely important to find ways to provide recognition. This type of recognition should be related to acknowledging his/her strengths and capabilities. Giving more decision-making authority would be an excellent means of giving recognition.

Jamal has a strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.

### Wants Opinions Valued Expectations



**Wants Opinions Valued:** The desire to have an employer who listens and gives importance to one's views

**Collaborative:** The tendency to collaborate with others when making decisions

### Tendencies for Wants Opinions Valued

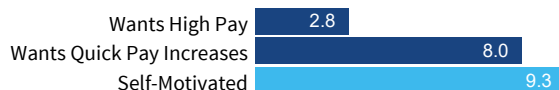
Jamal considers it to be reasonably important for others to consider and value his/her opinions. Therefore, it is reasonably important that management listens to, acknowledges, and encourages his/her opinions. Jamal has a very strong tendency to be collaborative with regards to making decisions. This is likely to cause others to reciprocate by being more receptive to and encouraging of his/her opinions.



## Remuneration Expectations

This section analyses employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to Jamal's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates how quickly it is desired.

### Wants High Pay Expectations



**Wants High Pay:** The desire to earn greater remuneration

**Wants Quick Pay Increases:** The desire to have an employer who offers relatively frequent pay increases

**Self-Motivated:** The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

### Tendencies for Wants High Pay

Jamal considers earning higher pay levels to be unimportant and thus, it is unimportant to carefully explain how higher pay can be achieved.

Jamal considers quick pay increases to be important. Consequently, he/she will consider it to be important to at least get a general idea regarding the speed of potential pay increases. Discuss this expectation and provide any information that you can related to how this expectation can be met or when specific goals would need to be achieved.

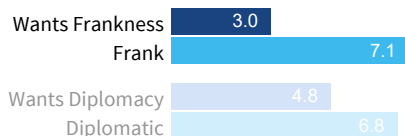
Jamal has a very strong tendency to be self-motivated independent of consideration about remuneration.



## Communication Expectations

This section analyses communication expectations related to frankness and diplomacy. The scores on Wants Frankness, Wants Diplomacy, Frank and Diplomatic are compared to each other in a variety of ways to better understand expectations and behaviours related to communication.

### Wants Frankness Expectations



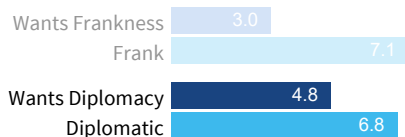
**Wants Frankness:** The desire for others to be direct, straightforward, and to the point

**Frank:** The tendency to be straightforward, direct, to the point, and forthright

### Tendencies for Wants Frankness

Jamal has very little desire for others to communicate in a frank and straightforward manner, including when giving feedback. Jamal has a reasonable tendency to be frank when communicating.

### Wants Diplomacy Expectations



**Wants Diplomacy:** The desire for others to be tactful

**Diplomatic:** The tendency to state things in a tactful manner

### Tendencies for Wants Diplomacy

Jamal has only a moderate desire for others to be diplomatic during discussions and when giving feedback. Jamal has a reasonable tendency to be diplomatic when communicating.

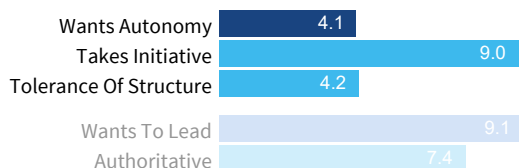
Jamal is willing to receive communication any way it is presented and is not concerned if someone is a little blunt or a little evasive.



## Authority Expectations

This section analyses issues related to authority including the relationship between the desire for autonomy and the level of initiative, the relationship between the desire to lead and the willingness to make decisions, and how one responds to structure.

### Wants Autonomy Expectations



**Wants Autonomy:** The desire to have freedom or independence from authority

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

**Tolerance Of Structure:** The tolerance of following rules, schedules, and procedures created by someone else

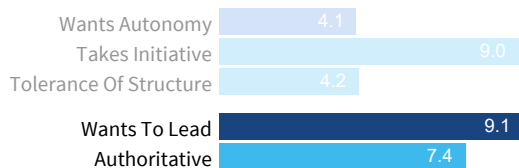
### Tendencies for Wants Autonomy

Jamal has little desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy.

Jamal has a very strong tendency to take initiative and therefore, Jamal has sufficient initiative for the amount of autonomy desired. He/She will have greater motivation if given opportunities to take initiative. Assuming Jamal has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

Jamal tends to be hesitant to accept a great deal of structure placed on him/her by the organisation.

### Wants To Lead Expectations



**Wants To Lead:** The desire to be in a position to direct or guide others

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

### Tendencies for Wants To Lead

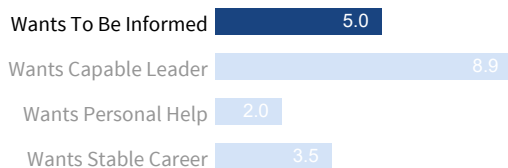
Jamal has a very strong desire to take a leadership role. Jamal tends to be reasonably willing to accept decision-making authority. Management needs to delegate decision-making opportunities to him/her whenever warranted.



## Personal Expectations

This section analyses various issues related to personal expectations including the desire to be informed, the importance of working for a leader perceived to be capable, the desire for personal help from an employer, and the importance given to having a stable job. It includes guidelines on how to manage strong expectations in those areas.

### Wants To Be Informed Expectations

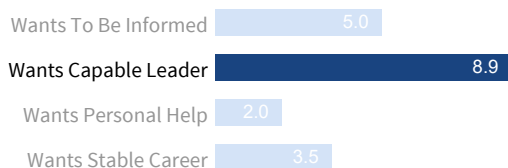


**Wants To Be Informed:** The desire to have an employer who freely shares information related to one's work or job

### Tendencies for Wants To Be Informed

Jamal has only a moderate desire to be informed related to company information.

### Wants Capable Leader Expectations

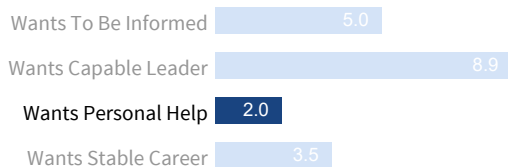


**Wants Capable Leader:** The desire to have a leader one perceives to be capable

### Tendencies for Wants Capable Leader

Working for a capable leader is very important to him/her. It is important that Jamal matches up well with the manager in order to have successful employment.

### Wants Personal Help Expectations



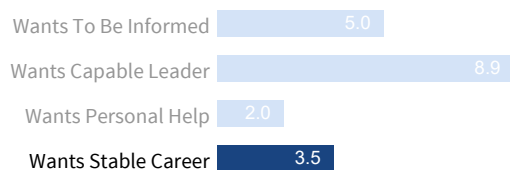
**Wants Personal Help:** The desire to receive some form of employer support related to one's personal difficulties

### Tendencies for Wants Personal Help

Jamal considers receiving personal help from the employer to be very unimportant.



## Wants Stable Career Expectations



**Wants Stable Career:** The desire for long-term or permanent employment

### Tendencies for Wants Stable Career

Jamal considers having a stable career to be reasonably unimportant.



## Social Expectations

This section analyses the desire for social opportunities at work in relationship to introversion and extroversion. It includes guidelines for managing strong social expectations.

### Wants Social Opportunities Expectations



**Wants Social Opportunities:** The desire to have a workplace that enables one to meet and interact with others

**Outgoing:** The tendency to be socially extroverted and the enjoyment of meeting new people

### Tendencies for Wants Social Opportunities

Jamal has very little desire to have social opportunities related to work.

Jamal has a reasonable tendency to be outgoing. Since Jamal tends to be outgoing, you probably only need to organise some employee social events to help fulfill this desire.



## Work Life Balance Expectations

This section analyses issues related to the desire for work life balance related to stress management and levels of stress. It also examines expectations for flexible work time and tolerance related to tight schedules and deadlines.

### Wants Work/Life Balance Expectations



**Wants Work/Life Balance:** The desire to have sufficient time away from work for rest, enjoyment, or family

**Relaxed:** The tendency to feel at ease or calm while working

**Manages Stress Well:** The tendency to deal effectively with strain and difficulty when it occurs

**Pressure Tolerance:** The level of comfort related to working under deadlines and busy schedules

### Tendencies for Wants Work/Life Balance

Jamal considers having work-life balance to be reasonably unimportant.

Jamal has a tendency to be very tense. This tendency could hinder his/her success and well-being. Discuss with him/her and look for ways to reduce the tension.

Jamal tends to be only moderately effective managing stress when it occurs.

Jamal tends to be reasonably willing to deal with the pressure of tight schedules and deadlines.

### Wants Flexible Work Time Expectations



**Wants Flexible Work Time:** The desire to have flexible working hours or holiday schedules

### Tendencies for Wants Flexible Work Time

Jamal considers having flexible work time to be very unimportant.



**REPORT FOR**

Jamal Abdullah

**DATE OF COMPLETION**

23/06/2016

**RELIABILITY - 94.0%**

Answers were very likely accurate and truthful

**ORGANISATION**

Assess On Demand Limited

## Understanding Your Paradox Report

The purpose of the Paradox Report is to explore your paradoxical abilities related to your job and identify ways to further your success. This introduction uses examples from your own report to explain how to read your Harrison Paradox Report. It explains key principles and theories that will enable you to attain a deeper understanding of your Paradoxical Strengths and ways to further your success.

### What are Paradoxical Traits?

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

This report focuses on 12 pairs of paradoxical traits which may appear to be contradictory but are in fact complementary and synergistic. You will have a genuine strength if you are strong on both traits of a paradoxical pair. For example, being both frank and diplomatic is more likely to achieve the goal of getting one's communication across.

Most people mistakenly believe their strong traits are their strengths. However, Harrison Paradox Theory reveals that a strength never results from a single trait. Instead, strengths are a result of a paradoxical pair of strong traits.

For example, someone who is confident in their opinions will usually consider their confidence to be a strength. However, if they are not also curious and receptive to others' views, they will tend to be dogmatic. This is likely to damage relationships and result in poor decisions.

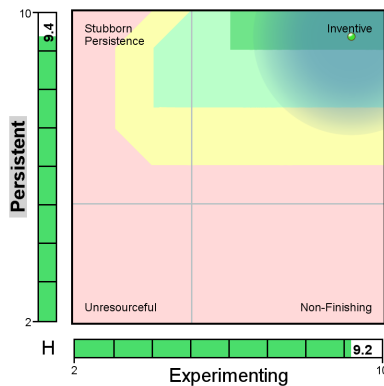
### How to Understand the Paradox Report

The coloured dot on the graph to the left represents the coordinates of your two paradoxical trait scores. The shaded blue area around the coloured dot represents your typical range of behaviour.

Paradoxes are interpreted in relation to a role or job. For example, this report is interpreted in relationship to the selected job. The background colours of the graph and the colour of the dot help to understand the meaning of your scores. If your coloured dot is on the darkest green area, you have the ideal combination of scores for the selected job. The other colours represent the amount of development needed. The meaning of the colours are located on the legend to the left.

The colour of the bar for each trait represents the degree of development needed for that trait.

Your balanced paradox example



- Apply this strength
- Good but development beneficial
- Development needed
- Development important

## An Example of One of Your Balanced Paradoxes

One of your paradoxical strengths is Focused Innovation. It is defined as: "The tendency to combine persistence and inventiveness to achieve a goal". See your graph to the left.

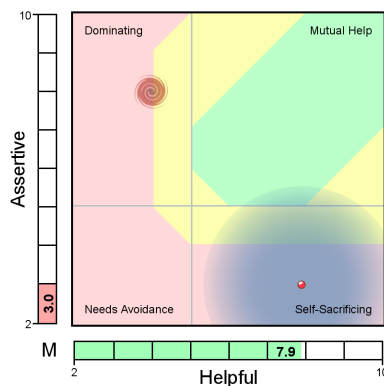
Persistent is defined as: "The tendency to be tenacious despite encountering significant obstacles". Experimenting is defined as: "The tendency to try new things and new ways of doing things".

The dot represents the coordinates of your two paradoxical scores.

The shaded blue area around the dot represents your typical range of behaviour. In the example to the left, both of your traits are strong which is called Balanced Versatility. This means you can easily access either or both traits as needed.

For details see the Focused Innovation paradox page.

Your out of balance paradox example



## An Example of One of Your Out-of-Balance Paradoxes

It is extremely rare for anyone to be perfectly balanced in all twelve paradoxes. Normally there are several out-of-balance paradoxes. The diagram to the left is one of yours.

When one trait is significantly stronger than the other, it is considered out-of-balance. A person with this configuration tends to rely on the strong trait even when the other trait would be a more effective or appropriate response. As a result, the assumed strength becomes a derailer.

An example of one of your out-of-balance paradoxes is Equity Mindset. It is defined as: "The tendency to assert one's needs and respond to others needs".

Assertive is defined as: "The tendency to put forward personal wants and needs". Helpful is defined as: "The tendency to respond to others' needs and assist or support others to achieve their goals".

For details see the Equity Mindset paradox page.

## What is a 'Flip Behaviour'?

Harrison Paradox Theory states that when we have an out-of-balance paradox and we are under stress, we can 'flip' to the opposite of our normal behaviour. For example, if we favor diplomacy over frankness, we may find ourselves in a situation where we feel others have taken advantage. Because we overly relied on diplomacy we react emotionally and flip to become blunt.

The flip potential is represented by the hurricane-like symbol.

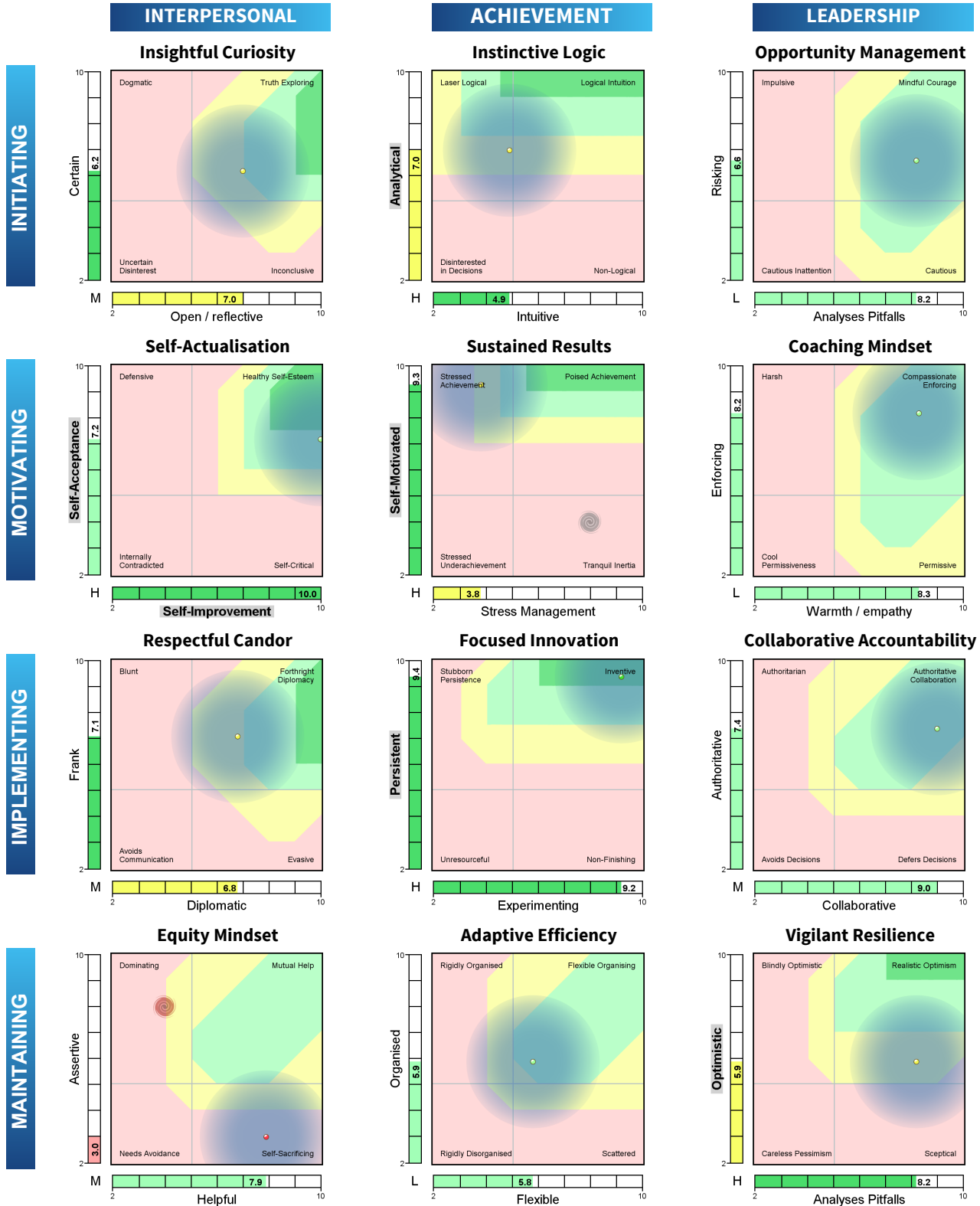
## Paradox Mastery Level

Each paradox has a Mastery Level related to the selected job or role. The degree of development needed for that paradox is indicated by the colour legend. The Overall Paradox Mastery Level is the average of the 12 paradox Mastery Levels.



## Overview Ordered by Subjects and Stages of Action

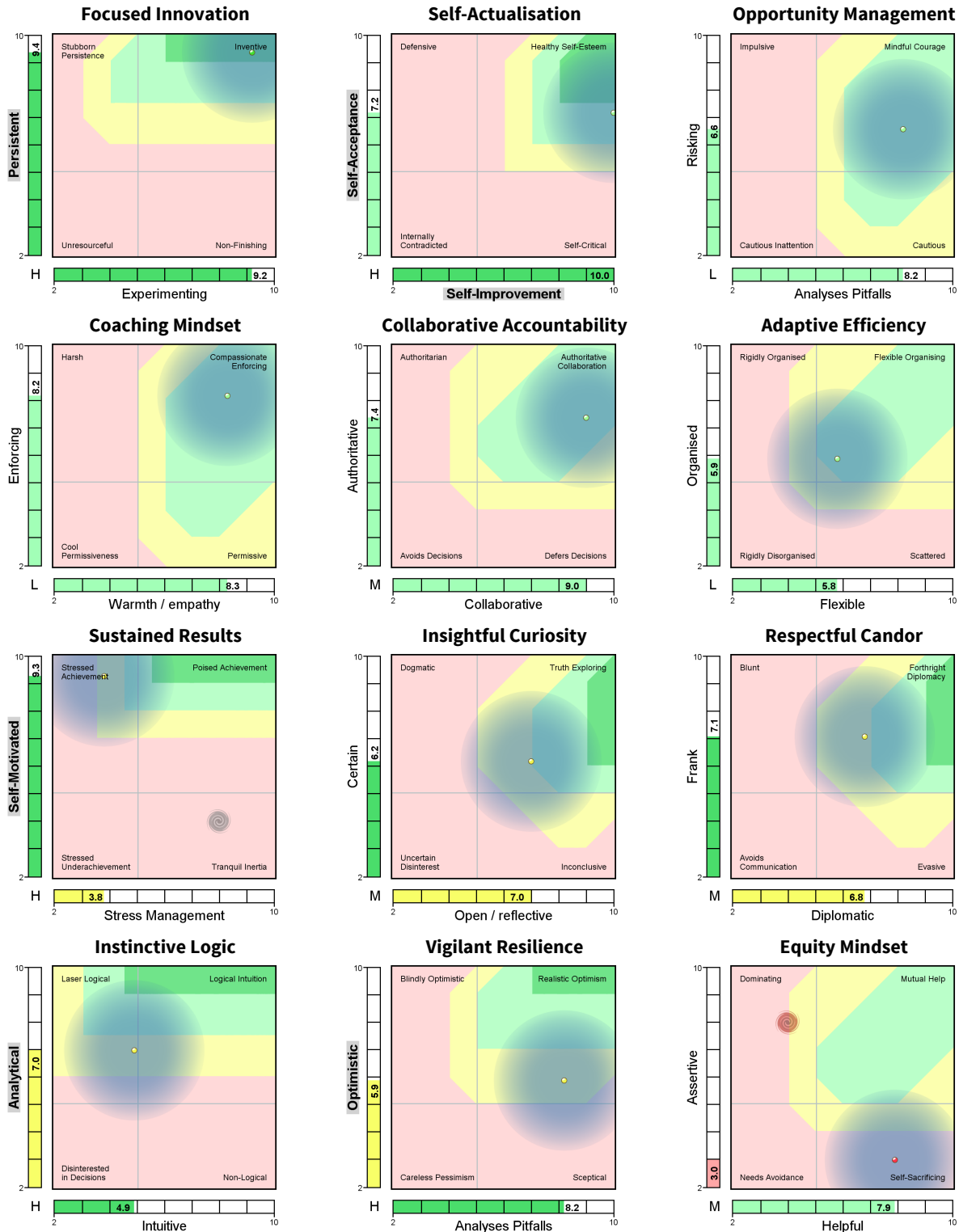
Overall Paradox Mastery Level: **75%** - Good but development beneficial





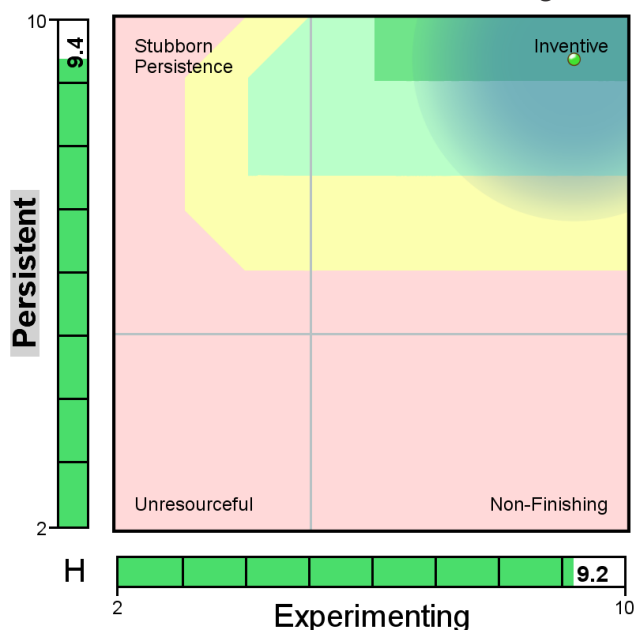
## Overview Ordered by Your Paradoxical Strengths

Overall Paradox Mastery Level: **75%** - Good but development beneficial



## Focused Innovation (Innovation)

The tendency to combine persistence and inventiveness to achieve a goal



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

**Paradox Importance to Job:** High

**Your Mastery Level for this Paradox:** 100%

**Persistent:** The tendency to be tenacious despite encountering significant obstacles

**Importance:** Essential to Job

**Your Trait Score:** Apply this strength

**Experimenting:** The tendency to try new things and new ways of doing things

**Importance:** Hinders if Low

**Your Trait Score:** Apply this strength

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

**Inventive:** The tendency to experiment with different ways of accomplishing 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 different things without sufficiently persisting in a single direction (Low Persistent and High Experimenting)

**Stubborn Persistence:** The tendency to be persistent without sufficiently trying different ways to overcome obstacles (High Persistent and Low Experimenting)

**Unresourceful:** The tendency to avoid trying new things as well as having a lack of persistence (Low Persistent and Low Experimenting)

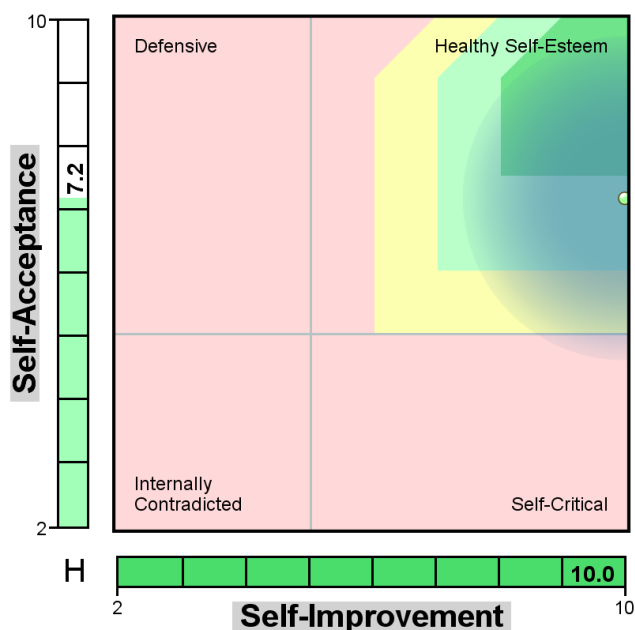
### Your tendencies for this paradox are:

You tend to be very determined and persevering with a task despite many obstacles. You very much enjoy trying new things and frequently experiment with new ways of doing things.

You are likely to produce original ideas and/or inventions. Your very high level of persistence combined with your very high level of willingness to try new things enables you to be very inventive. Your creativity can be extremely useful when starting in a new direction, taking on a new project or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion. Thus, you are probably on the cutting edge of discovery. Your preferred behavioural range (large blue area) is entirely in the Inventive quadrant, indicating that your creative initiatives nearly always come to fruition.

## Self-Actualisation (Self)

The tendency to expand our self-awareness and capabilities through self-appreciation and the intention to improve



**Paradox Guidance:** "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."

**Paradox Importance to Job:** High

**Your Mastery Level for this Paradox:** 80%

**Self-Acceptance:** The tendency to like oneself ("I'm O.K. the way I am")

**Importance:** Essential to Job

**Your Trait Score:** Good but development beneficial

**Self-Improvement:** The tendency to attempt to develop or better oneself

**Importance:** Essential to Job

**Your Trait Score:** Apply this strength

### 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:** The tendency to seek self-improvement without sufficiently being self-accepting (Low Self-Acceptance and High Self-Improvement)

**Defensive:** The tendency to be self-accepting without sufficiently intending to improve (High Self-Acceptance and Low Self-Improvement)

**Internally Contradicted:** The tendency to lack self-acceptance as well as the desire to improve oneself (Low Self-Acceptance and Low Self-Improvement)

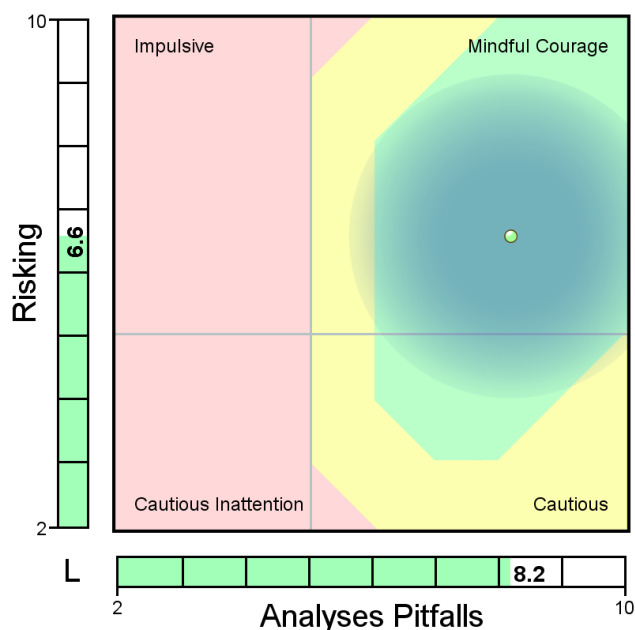
### Your tendencies for this paradox are:

You tend to be reasonably self-accepting. You have a very strong intention to improve yourself.

Your very strong interest in self-improvement combined with a reasonable level of self-acceptance reflects a healthy self-esteem. You recognise that self-improvement is the most important goal because it is the means of achieving all other goals. You are usually open to corrective feedback and eager to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you. Your desire to improve slightly exceeds your level of self-acceptance indicating that you may occasionally be a little self-critical. However, it probably does not significantly create a problem.

## Opportunity Management (Strategic)

The tendency to analyse and take business or financial risks



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

**Paradox Importance to Job:** Low

**Your Mastery Level for this Paradox:** 75%

**Risking:** The tendency to feel comfortable with business ventures that involve uncertainty

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

**Analyses Pitfalls:** The tendency to scrutinise potential difficulties related to a plan or strategy

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

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

**Mindful Courage:** The tendency to analyse the potential pitfalls of the plan or strategy while at the same time being willing to take risks (High Rising and High Analyses Pitfalls)

**Cautious:** The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks (Low Rising and High Analyses Pitfalls)

**Impulsive:** The tendency to take risks without sufficient analysis of the potential difficulties (High Rising and Low Analyses 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 Rising and Low Analyses Pitfalls)

### Your tendencies for this paradox are:

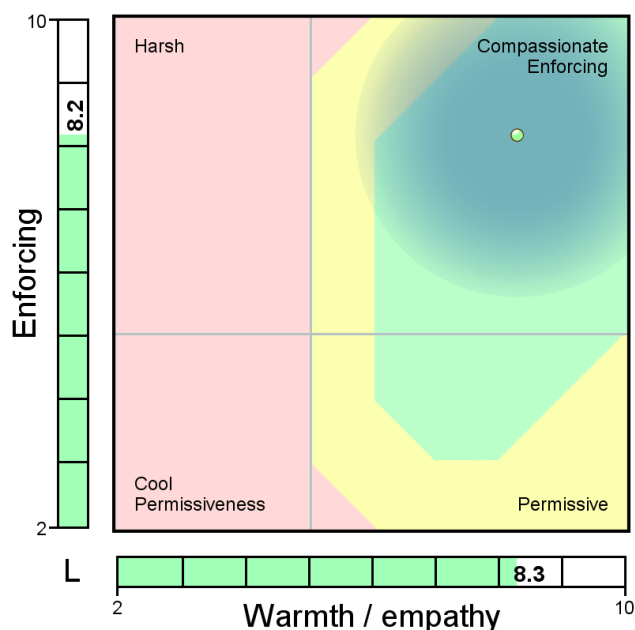
You are reasonably willing to take business risks. You tend to analyse the potential difficulties of plans and strategies and you are likely to be mindful when making strategic decisions.

Although you are willing to take business risks, you also analyse potential problems related to those risks. This combination probably enables you to take appropriate risks and manage them well. Your preferred behavioural range (large blue area) is mostly in the Mindful Courage quadrant.



## Coaching Mindset (Driving)

The tendency to be warm, empathic, and hold others accountable



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

**Paradox Importance to Job:** Low

**Your Mastery Level for this Paradox:** 75%

**Enforcing:** The tendency to insist upon necessary rules being followed

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

**Warmth / empathy:** The tendency to express positive feelings and affinity towards others

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

### 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 warm and empathetic without sufficiently enforcing rules or holding others accountable (Low Enforcing and High Warmth / empathy)

**Harsh:** The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic (High Enforcing and Low Warmth / empathy)

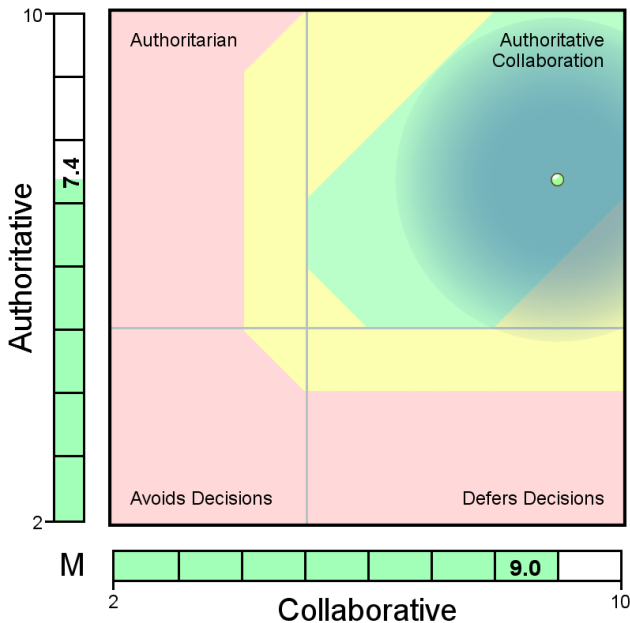
**Cool Permissiveness:** The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

### Your tendencies for this paradox are:

You are willing to enforce necessary rules or hold others accountable. You often tend to express warmth and empathy. When giving discipline, coaching others or holding others accountable, your high level of warmth and empathy combined with your strong willingness to enforce rules helps you to be effective. You enforce rules with warmth and compassion. When managing others, you are firm about compliance to rules, but you maintain rapport while doing so. Your preferred behavioural range (large blue area) is in the Compassionate Enforcing quadrant, indicating that you rarely behave permissively or harshly.

## Collaborative Accountability (Delegation)

The tendency to accept decision-making authority and invite input from others



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

**Paradox Importance to Job:** Moderate

**Your Mastery Level for this Paradox:** 75%

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

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

**Collaborative:** The tendency to collaborate with others when making decisions

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

### 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 emphasise collaborative decision-making without sufficiently accepting responsibility for making decisions (Low Authoritative and High Collaborative)

**Authoritarian:** The tendency to make decisions independently without sufficiently collaborating with others (High Authoritative and Low Collaborative)

**Avoids Decisions:** The tendency to avoid decision-making authority as well as collaborative decisions-making (Low Authoritative and Low Collaborative)

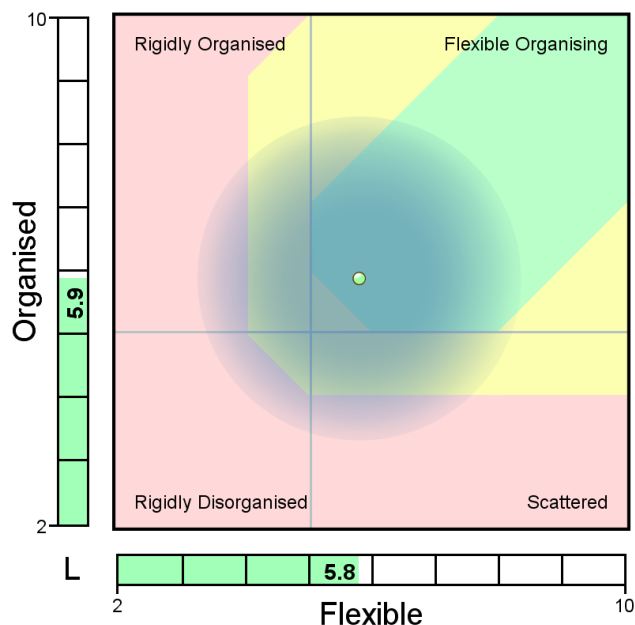
### Your tendencies for this paradox are:

You prefer to have decision-making authority and are generally willing to accept decision-making responsibility. You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions.

Your strong tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others, you tend to make better decisions. By encouraging participation from others, you increase their motivation and involvement which leads to better implementation. In addition, you generally accept responsibility for decisions. Your preferred behavioural range (large blue area) is mostly in the Authoritative Collaboration quadrant, indicating the above. This helps you to be more effective when delegating.

## Adaptive Efficiency (Organisation)

The tendency to be orderly and adaptive



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

**Paradox Importance to Job:** Low

**Your Mastery Level for this Paradox:** 75%

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

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

**Flexible:** The tendency to easily adapt to change

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

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

**Flexible Organising:** The tendency to organise things while at the same time maintaining flexibility (High Organised and High Flexible)

**Scattered:** The tendency to adapt to change without remaining sufficiently organised (Low Organised and High Flexible)

**Rigidly Organised:** The tendency to be organised without sufficiently adapting to change (High Organised and Low Flexible)

**Rigidly Disorganised:** The tendency to lack organisation as well as adaptability (Low Organised and Low Flexible)

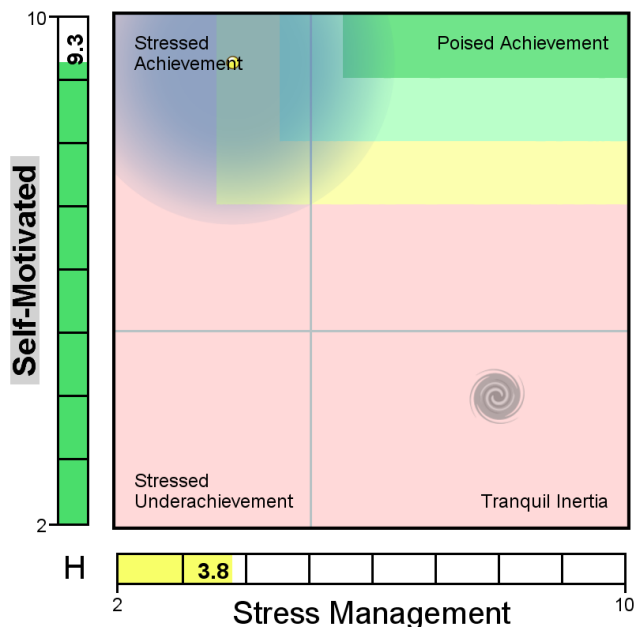
### Your tendencies for this paradox are:

You tend to be moderately well organised, generally keeping things in order. You moderately enjoy change and tend to be moderately adaptive to it.

Your tendency to be moderately flexible and moderately organised usually enables you to create structure and order that is reasonably adaptable to change. Your preferred behavioural range (large blue area) is mostly in the Flexible Organising quadrant indicating the above. Your preferred behavioural range also extends to a lesser degree to the other quadrants indicating you may also occasionally manifest those characteristics.

## Sustained Results (Motivation)

The tendency to be self-motivated while minimizing stress



**Paradox Guidance:** "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."

**Paradox Importance to Job:** High

**Your Mastery Level for this Paradox:** 74%

**Self-Motivated:** The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

**Importance:** Essential to Job

**Your Trait Score:** Apply this strength

**Stress Management:** The tendency to be relaxed while at the same time managing stress well when it occurs

**Importance:** Hinders if Low

**Your Trait Score:** Development needed

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

**Poised Achievement:** The tendency to be self-motivated while at the same time managing stress (High Self-Motivated and High Stress Management)

**Tranquil Inertia:** The tendency to be relaxed and easy-going without being sufficiently self-motivated (Low Self-Motivated and High Stress Management)

**Stressed Achievement:** The tendency to strive for achievement without sufficiently 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)

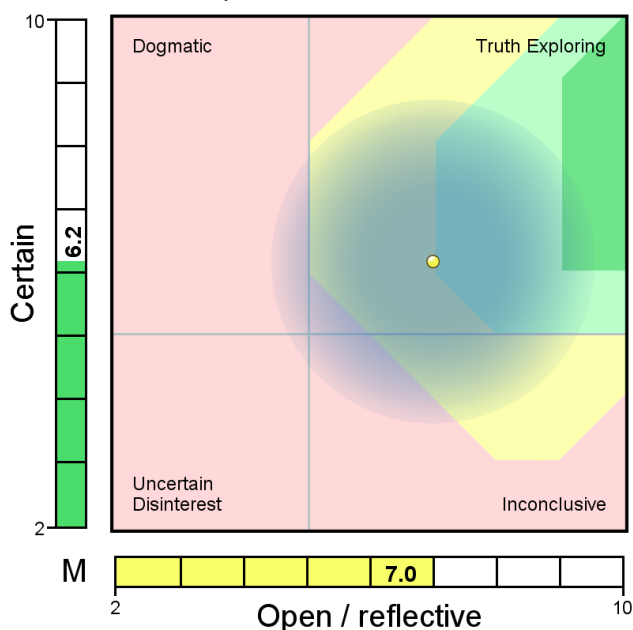
### Your tendencies for this paradox are:

You are very self-motivated. You may tend to be somewhat stressed.

Your very high level of self-motivation combined with a relatively low level of stress management indicates that although you achieve a great deal, you probably experience a reasonable level of stress in the process. This is reflected in your preferred behavioural range (large blue circle) being mostly in the Stressed Achievement quadrant and partially in the Poised Achievement quadrant. The dark circle in the lower right indicates your desire to achieve is much greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work. An accumulation of chronic stress could potentially lead to burnout.

## Insightful Curiosity (Opinions)

The tendency to explore different viewpoints and make conclusions



**Paradox Guidance:** "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."

**Paradox Importance to Job:** Moderate

**Your Mastery Level for this Paradox:** 67%

**Certain:** The tendency to feel confident in one's opinions

**Importance:** Hinders if Low

**Your Trait Score:** Apply this strength

**Open / reflective:** The tendency to reflect on many different viewpoints

**Importance:** Hinders if Low

**Your Trait Score:** Development needed

### 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 reflect on ideas without sufficiently coming to conclusions (Low Certain and High Open / reflective)

**Dogmatic:** The tendency to be certain of opinions without sufficiently being open to different ideas (High Certain and Low Open / reflective)

**Uncertain Disinterest:** 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)

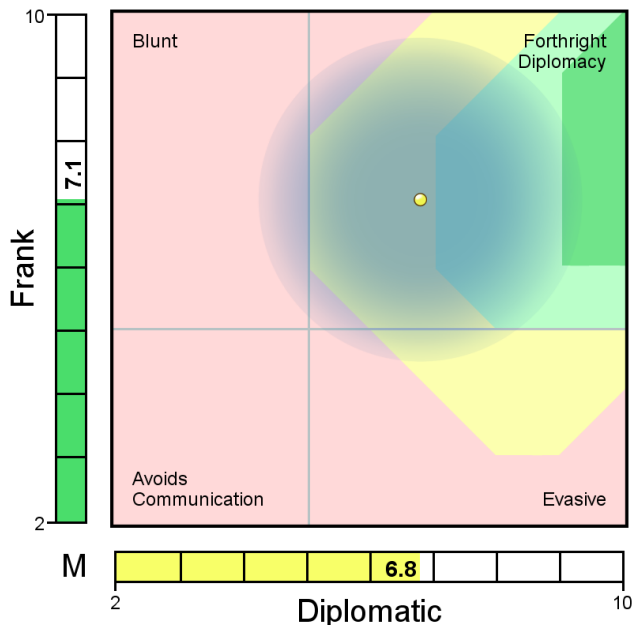
### Your tendencies for this paradox are:

You are moderately certain of your opinions. You generally enjoy reflecting on different ideas and opinions and you are relatively open-minded.

The combination of being moderately certain of your opinions and reasonably open to different ideas will usually enable you to come to thoughtful opinions. Although you are moderately certain of your opinions, you tend to change to a better idea when it is presented. Your preferred behavioural range (large blue area) is mostly in the Truth Exploring quadrant because you search for greater clarity of understanding. Only occasionally might you behave dogmatically or become inconclusive.

## Respectful Candor (Communication)

The tendency to communicate in a respectful and straightforward manner



**Paradox Guidance:** "To build cooperative relationships with others, be respectful of others' self esteem yet authentic in your communications."

**Paradox Importance to Job:** Moderate

**Your Mastery Level for this Paradox:** 67%

**Frank:** The tendency to be straightforward, direct, to the point, and forthright

**Importance:** Hinders if Low

**Your Trait Score:** Apply this strength

**Diplomatic:** The tendency to state things in a tactful manner

**Importance:** Hinders if Low

**Your Trait Score:** Development needed

### 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 without being sufficiently tactful or diplomatic (High Frank and Low Diplomatic)

**Avoids Communication:** The tendency to lack the combination of frankness and diplomacy (Low Frank and Low Diplomatic)

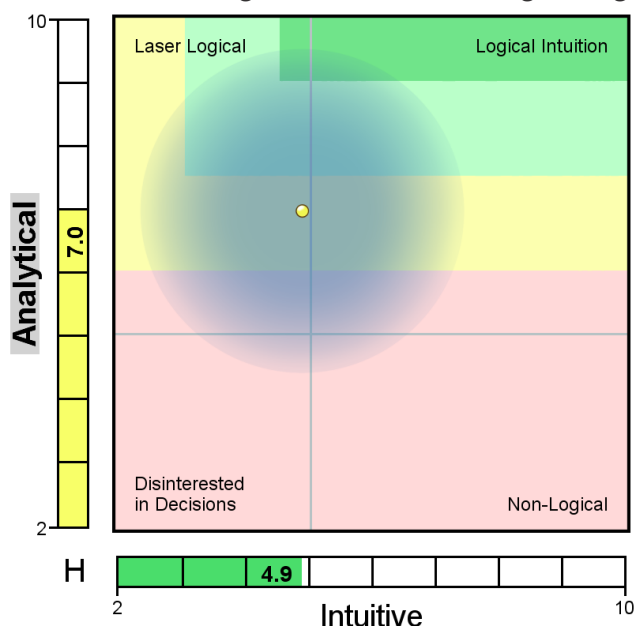
### Your tendencies for this paradox are:

You usually tend to be forthright, stating what you think in a reasonably direct manner. You tend to be reasonably tactful, taking care to communicate in ways that make it easier for others to receive.

Your reasonable level of frankness combined with your reasonable level of diplomacy helps you to maintain good communication with your co-workers. You are often able to communicate both in a diplomatic and straightforward manner. In most cases, you can be either diplomatic or frank as the situation requires. Your preferred behavioural range (large blue area) is mostly in the Forthright Diplomacy quadrant indicating that most of the time, you tend to be a good communicator. It also slightly extends into the Evasive and Blunt quadrants indicating that only occasionally you may communicate evasively or bluntly.

## Instinctive Logic (Decision Approach)

The tendency to use both logic and intuition when making decisions and creating strategies



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

**Paradox Importance to Job:** High  
**Your Mastery Level for this Paradox:** 65%

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

**Importance:** Essential to Job

**Your Trait Score:** Development needed

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

**Importance:** Not Important to Job

**Your Trait Score:** Apply this strength

### 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 analysing a plan or problem (Low Analytical and High Intuitive)

**Laser Logical:** The tendency to solve problems emphasising analysis over intuition (High Analytical and Low Intuitive)

**Disinterested in Decisions:** The tendency to avoid analysing situations and decisions while at the same time mistrusting intuition (Low Analytical and Low Intuitive)

### Your tendencies for this paradox are:

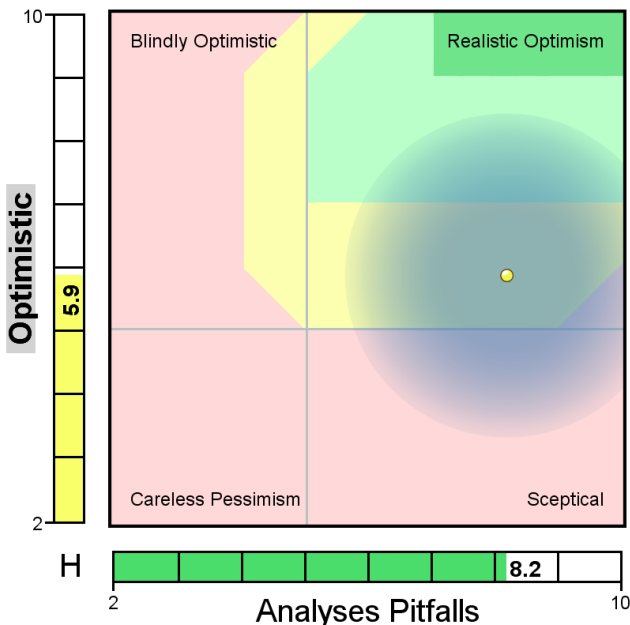
You often analyse problems and you usually enjoy doing it. You may only sometimes use intuition or hunches to help make decisions.

Even though you generally tend to be analytical and logical, you are also moderately willing to use your intuition to help solve problems. Although you are usually balanced between the two, you may occasionally overly rely on a left brain analytical approach and thus be less adept than you could be at sensing the important factors that might give you greater insight into a situation.



## Vigilant Resilience (Strategic Acumen)

The tendency to be optimistic while also being prudent regarding emerging issues



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

**Paradox Importance to Job:** High

**Your Mastery Level for this Paradox:** 60%

**Optimistic:** The tendency to believe the future will be positive

**Importance:** Essential to Job

**Your Trait Score:** Development needed

**Analyses Pitfalls:** The tendency to scrutinise potential difficulties related to a plan or strategy

**Importance:** Hinders if Low

**Your Trait Score:** Apply this strength

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

**Realistic Optimism:** The tendency to analyse the potential pitfalls of a plan or strategy while remaining positive about achieving the potential benefits (High Optimistic and High Analyses Pitfalls)

**Sceptical:** The tendency to focus on the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyses Pitfalls)

**Blindly Optimistic:** The tendency to focus on the possible benefits of a plan or strategy without sufficiently analysing the potential difficulties or pitfalls (High Optimistic and Low Analyses Pitfalls)

**Careless Pessimism:** The tendency to be pessimistic about outcomes while at the same time neglect careful analysis of emerging difficulties or threats (Low Optimistic and Low Analyses Pitfalls)

### Your tendencies for this paradox are:

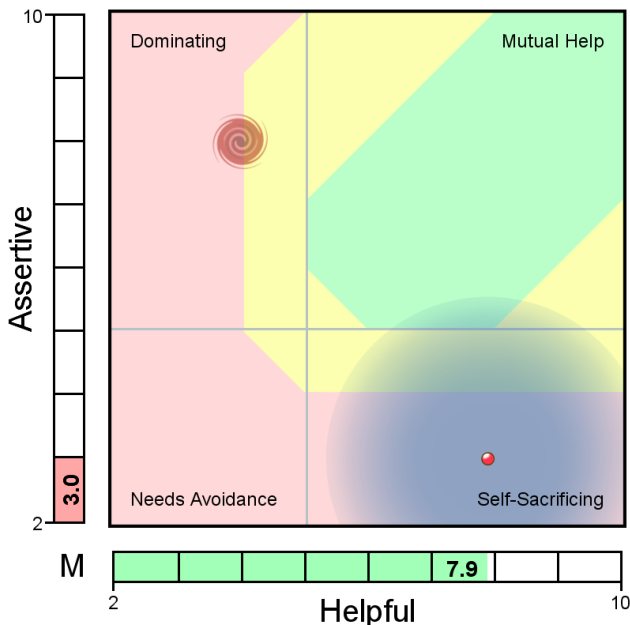
You may tend to be moderately optimistic and cheerful. You tend to analyse the potential difficulties of plans and strategies, and you are mindful when it comes to making strategic decisions.

Your tendency to analyse potential problems helps you to be mindful of things that could go wrong. Your preferred behavioural range (large blue area) is mostly in the Realistic Optimism quadrant indicating most of the above. It also extends into the Sceptical quadrant indicating that sometimes you may also be a little sceptical.



## Equity Mindset (Power)

The tendency to assert one's needs and respond to others needs



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

**Paradox Importance to Job:** Moderate

**Your Mastery Level for this Paradox:** 20%

**Assertive:** The tendency to put forward personal wants and needs

**Importance:** Hinders if Low

**Your Trait Score:** Development important

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

**Importance:** Hinders if Low

**Your Trait Score:** Sufficient

### 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 without sufficiently expressing one's own needs (Low Assertive and High Helpful)

**Dominating:** The tendency to be assertive of one's needs without sufficiently being helpful to others (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 often hesitate to put forward your own needs. You tend to be helpful and conscious of others' needs.

Your tendency to be helpful contributes to establishing good relationships with your co-workers. Your supportiveness is likely to be appreciated. However, your tendency to be helpful is significantly greater than your assertion of your own needs and thus, you may tend to be self-sacrificing. Your preferred behavioural range (large blue area) is mostly in the Self-Sacrificing quadrant indicating that you may often sacrifice your own needs to meet the needs of others. The red circle in the upper left indicates that under stress, your behaviour may 'flip' and become dominating if you feel others have taken advantage of your helpfulness.

**REPORT FOR**  
Jamal Abdullah

**DATE OF COMPLETION**  
23/06/2016

**RELIABILITY - 94.0%**  
Answers were very likely accurate and truthful

**ORGANISATION**  
Assess On Demand Limited

## Introduction

This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behaviour.

## Keyword Descriptions

### Strongest Traits

Willing to grow  
Wants recognition  
Precise  
Enthusiastic about goals

### Strong Traits

Enjoys collaborating  
Persevering  
Has creative ideas  
Self-Sacrificing  
Takes initiative  
Can be tense  
Resourceful  
Likes to lead  
Self-Motivated

### Reasonably Strong Traits

Systematic  
Helpful  
Idealistic  
Warm  
Dislikes conflict  
Enforcing

## Summary Descriptions

Jamal's task preferences are (in order of preference): enforcing rules, doing tasks that need to be done precisely, researching or learning new information, doing something that helps others or society, doing tasks that need to be done systematically, teaching, and building or making something. Jamal prefers to avoid the following tasks (listed according to greatest dislike first): doing physical work, doing something artistic, working with his/her hands, and driving a vehicle. Jamal would be interested in work that involves finance/business, plants, health/medicine, selling, psychology, physical science, manufacturing, legal matters, biology, and medical science. Jamal lacks interest in food. Jamal needs a work environment that involves working as part of a team, and the opportunity to occasionally get up and move around.

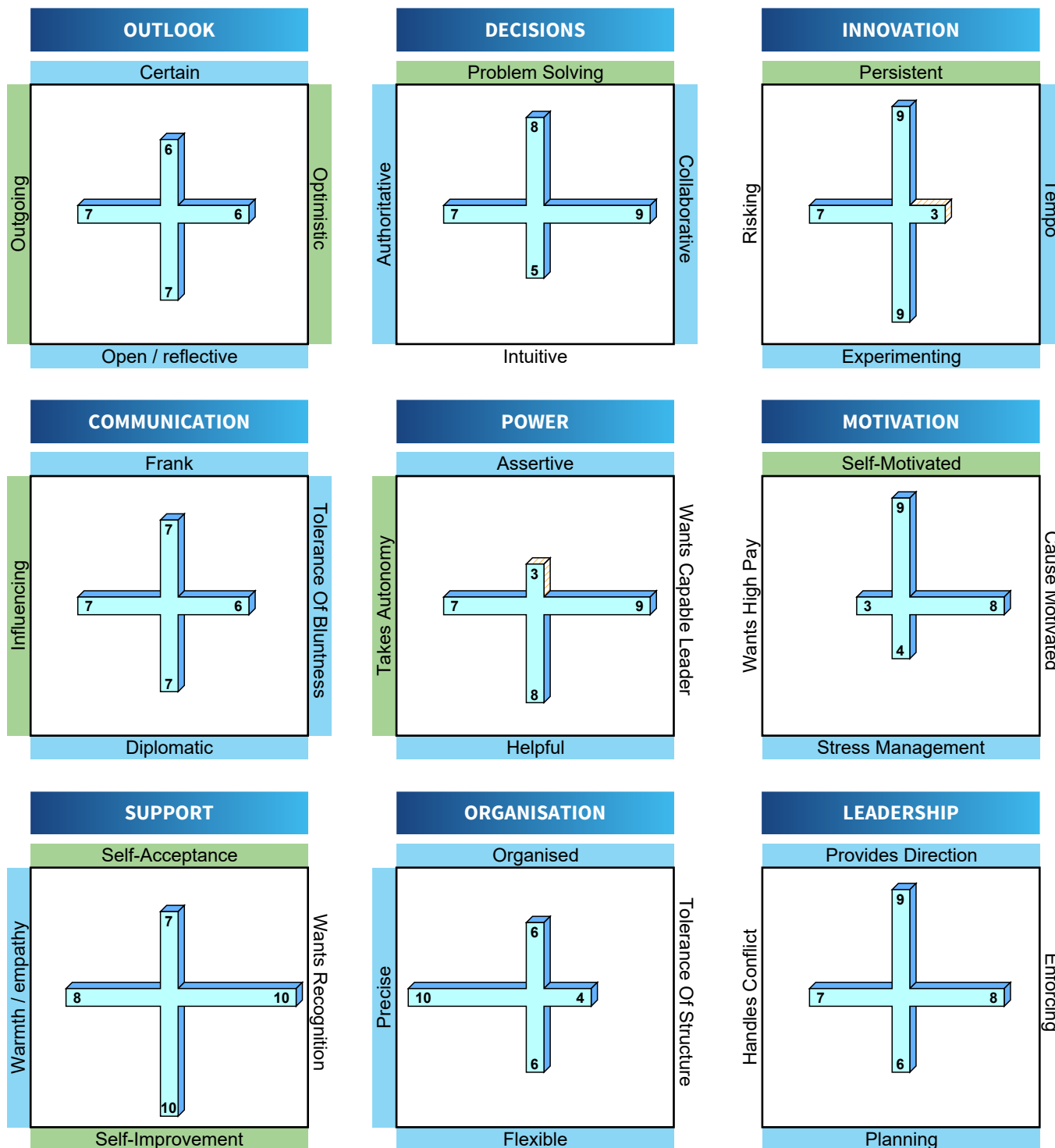
Jamal may be experiencing a significant amount of tension related to work. Jamal is helpful and responsive to others' needs. Jamal has a very strong intention to improve himself/herself. Jamal enjoys trying to influence others. Jamal is empathetic and warm. His/Her warm-heartedness will enable him/her to influence others more successfully. Jamal tends to be open-minded, making it easier to communicate with people who have different ideas. There are some interpersonal areas in which he/she could improve. Jamal has difficulty expressing his/her own wants and needs. Jamal may tend to be a little self-sacrificing at times.

Jamal is highly motivated by a chance to take initiative, an opportunity to work for someone he/she respects, having challenging work, an opportunity to do something worthwhile for society, receiving recognition, an opportunity to be in a leadership position, and an opportunity to achieve his/her goals. He/She is demotivated by goals unrelated to his/her own goals.

Jamal enjoys analysing facts and situations. Jamal is very willing to collaborate with others with regard to making decisions. Jamal has a good balance between accepting responsibility for decisions and collaborating with others. Jamal tends to analyse the potential difficulties of plans and strategies, making it more likely that once he/she comes to a decision he/she will have thought through the important issues. When making decisions, Jamal frequently prefers to try a new approach to a situation. Jamal has some interest in planning.

# Main Graph and Narrative

Report for Jamal Abdullah  
 Compared to: Key Account Manager #AS163A-011 v10/04/2024



Probable Hindrance



Possible Hindrance



Essential Trait on this template

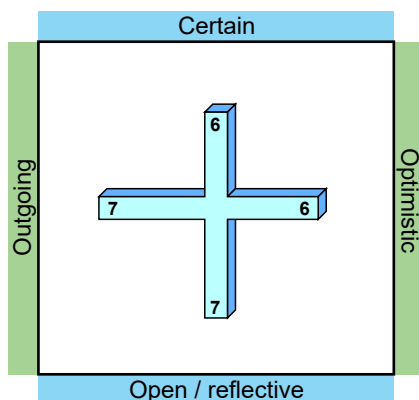


Desirable Trait on this template

\* This report requires advanced interpretation training or misinterpretation is likely. Ask your Harrison Solutions Partner for details.

## OUTLOOK

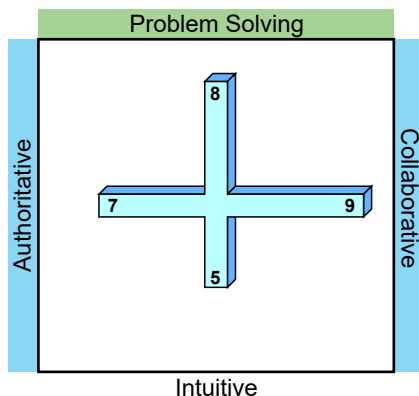
**Explores one's general outlook including future expectations, social interactions, and the way in which one explores and holds opinions.**



Is neither overly self-certain nor lacking in confidence.  
 Is reasonably open-minded and reflective.  
 Has a good balance between sticking to opinions and being open-minded.  
 Is reasonably outgoing.  
 Is moderately comfortable making presentations to groups.  
 Is neither optimistic nor pessimistic.

## DECISIONS

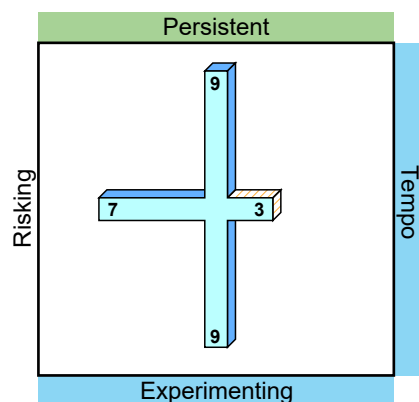
**Explores one's approach to decision-making, including tendencies related to analysis, intuition, desire for authority, and collaboration.**



Has a natural tendency to analyse facts and situations.  
 Has a natural tendency to analyse the potential difficulties of plans and strategies.  
 May sometimes use intuition to help make decisions.  
 Is reasonably willing to assume decision-making authority.  
 Has a good balance between analysing the potential difficulties of a plan or strategy and being optimistic about the results.  
 Is very willing to collaborate with others with regard to making important decisions.  
 Has a good balance between accepting responsibility for decisions and collaborating with others.

## INNOVATION

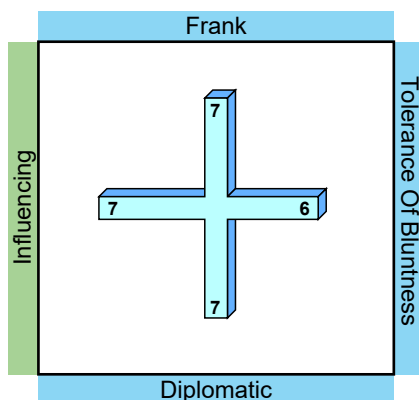
**Explores the dynamics of Innovation including one's focus, inventiveness, risk management, and typical pace.**



Perseveres with a task despite many obstacles and is very good at the implementation stage of projects.  
 Is very creative and progressive.  
 Is very resourceful in implementing his/her creative ideas.  
 Is reasonably willing to take risks.  
 Has a good balance between being willing to risk and analysing those risks.  
 Likes to work at a steady pace and strongly prefers to avoid doing work which requires a rapid pace.

## COMMUNICATION

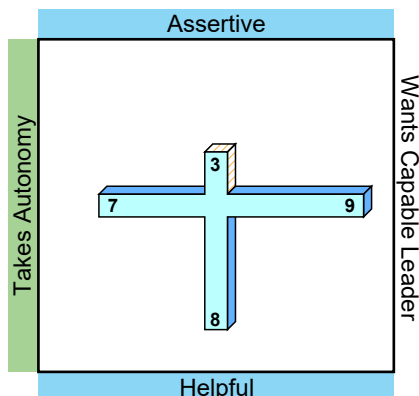
Explores how one communicates with others, including directness, tactfulness, persuasion, and resilience to direct communications.



Is reasonably forthright, frank and to the point.  
 Is reasonably capable of being tactful.  
 Has a balance between being tactful and being direct; consequently is reasonably skilled at interpersonal communication.  
 Is moderately tolerant of people who are blunt.  
 Tries to influence others.

## POWER

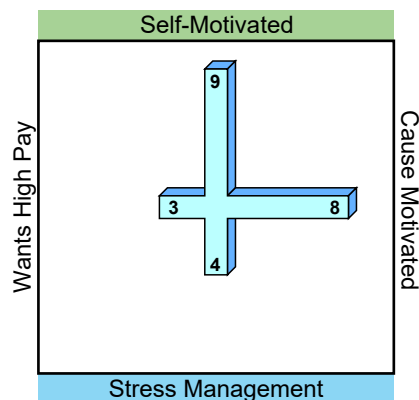
Explores one's tendencies related to authority including personal power, supportiveness, autonomy, and motivation related to a leader.



May have significant difficulty putting forward his/her own needs. Prefers to avoid undertaking a role which requires him/her to be assertive.  
 Is helpful and conscious of others' needs.  
 May want little autonomy.  
 Tends to take a great deal of initiative.  
 Has a strong desire to work for a very capable authority. Has high expectations of a supervisor and of others.  
 Is very much a perfectionist.

## MOTIVATION

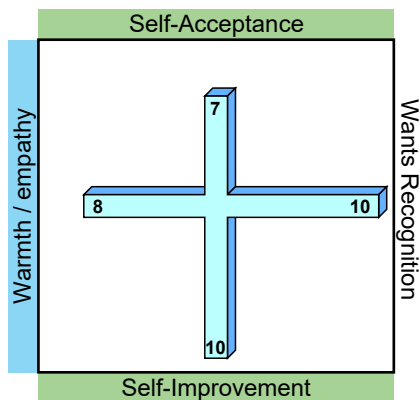
Explores key issues related to Motivation, including self-motivation, "quality of life" motivation, motivation for money, and motivation to help society.



Prefers challenging work.  
 Is extremely clear about his/her goals and is strongly motivated toward them.  
 Is very self-motivated.  
 May experience a significant amount of tension at work.  
 Is able to deal with stress moderately well.  
 Considers the amount of pay to be unimportant compared with other forms of reward.  
 Has benevolent intentions. Undertaking work which benefits others/society is important to him/her.  
 Tends to follow through on his/her benevolent actions.  
 May tend to be self-sacrificing.  
 Attaches reasonably small importance to having a stable career.

## SUPPORT

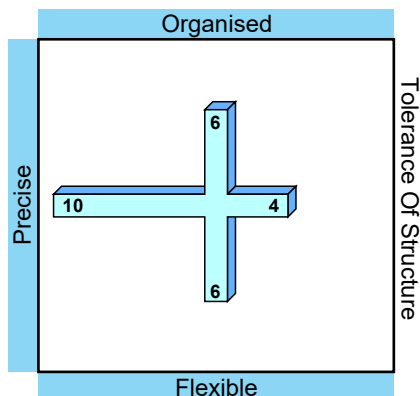
Explores factors that relate to self-improvement including one's "self-talk", drive to improve, need for recognition, and empathy/recognition given to others.



Is empathetic and warm.  
 Is reasonably self-accepting.  
 Has a very strong intention to improve himself/herself.  
 May be somewhat self-critical.  
 May want a great deal of recognition.

## ORGANISATION

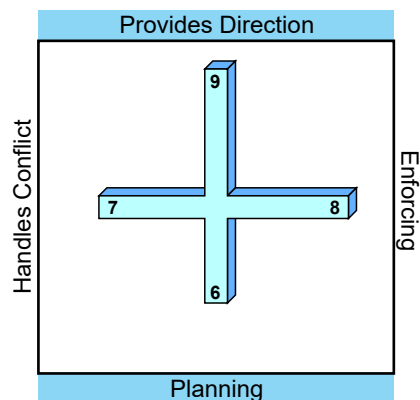
Explores one's tendencies related to creating and maintaining order, adaptivity to change, attention to detail, and comfort with structure.



Is moderately well organised.  
 Is moderately flexible and adaptable to changes.  
 Is extremely precise.  
 Is systematic.  
 May want a fair amount of autonomy from having to follow closely defined procedures and schedules.

## LEADERSHIP

Explores key leadership issues including one's tendency to lead with interpersonal skills, plan, manage conflict, and hold others accountable.



Has a very strong desire to lead.  
 Has some interest in planning, but probably prefers not to have to spend a great deal of time in a planning role.  
 Is effective at handling conflict.  
 Is strict, but also considerate and empathetic. Is good at coaching others.

**REPORT FOR**  
Jamal Abdullah

**DATE OF COMPLETION**  
23/06/2016

**RELIABILITY - 94.0%**  
Answers were very likely accurate and truthful

**ORGANISATION**  
Assess On Demand Limited

## Understanding Your Greatest Strengths Report

This report identifies and describes key strengths, which when leveraged, can enable you to accelerate your career. There are two different types of strengths measured; those that are specific to an individual trait which may only apply to an explicit situation or job/role, and those that are paradoxical. Paradoxical strengths have a unique advantage in that they enable you to respond effectively to any situation in your work or personal life. They consist of a pair of traits that seem to be contradictory, but are in fact complementary or synergistic. You have a genuine strength if you are strong on both traits of a paradoxical pair. For example, being both direct and to the point, while also being respectful is more likely to achieve the goal of getting one's communication across.

### Job Seekers

If you are currently a job seeker, being able to clearly verbalize your strengths can help you to get the job you are seeking. Consequently, we recommend that you reflect on the strengths below as well as your achievements that were a result of applying these strengths. This will enable employers to better understand how your unique strengths can create value for their organizations.

### Currently Employed

If you are currently employed, look for ways you can further apply these strengths in your current job. The more you can apply your strengths, the more likely you will achieve high levels of job satisfaction and career success.

## Making Thoughtful Conclusions

The combination of being moderately certain of your opinions and reasonably open to different ideas will usually enable you to come to thoughtful opinions. Although you are moderately certain of your opinions, you tend to change to a better idea when it is presented.

## Managing Risks

You tend to analyse the potential difficulties of plans and strategies and you are likely to be mindful when making strategic decisions.

Although you are willing to take business risks you also analyse potential problems related to those risks. This combination probably enables you to take appropriate risks and manage them well.

## Continuously Improving

Your very strong interest in self-improvement combined with a reasonable level of self-acceptance reflects a healthy self-esteem. You recognise that self-improvement is the most important goal, because it is the means of achieving all goals. You are usually open to corrective feedback and eager to change when necessary. By being reasonably comfortable within yourself, you tend to make others more comfortable with you.



## Striving for Achievement

You have a very clear idea about what you want and you are highly motivated by a job that helps you to achieve those goals.

Your intense attention to detail reflects a very strong commitment to the quality of your work. This can also help you to avoid making mistakes or wasting time as a result of having to redo work.

## Building Affinity And Accountability

You tend to often express warmth and empathy.

When giving discipline or coaching others, your high level of warmth and empathy combined with your strong willingness to enforce rules helps you to be effective. You enforce rules with warmth and compassion. When managing others, you are firm about compliance to rules, but you maintain rapport while doing so.

You are outgoing and enjoy meeting and interacting with people. This can put others at ease and provide you with opportunities for networking that can benefit your career.

You enjoy persuading others toward your viewpoint. This can be useful for selling your ideas or managing others.

## Communicating Considerately And Truthfully

Your reasonable level of frankness combined with your reasonable level of diplomacy helps you to maintain good communication with your co-workers. You are often able to communicate diplomatically and straightforwardly at the same time. In most cases, you can be either diplomatic or frank as the situation requires.

## Achieving Innovation

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

You very much enjoy trying new things and frequently experiment with new ways of doing things.

You are likely to produce original ideas and/or inventions. Your very high level of persistence combined with your very high level of willingness to try new things enables you to be very inventive. Your creativity can be extremely useful when starting in a new direction, taking on a new project, or doing something that has not been done before. Your determination enables you to drive your creative experimentation to completion. Thus, you are probably on the cutting edge of discovery.

## Engaging In Participative Management

You very much enjoy collaboration and are very willing to collaborate with others with regard to important decisions.

Your strong tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation. In addition, you generally accept responsibility for decisions.

You are very willing to undertake leadership responsibility.