



## POSITION COMPARISON - BEHAVIORAL IMPACT GRAPH

Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

Compared to: Management - Sales

## ASSESSMENTS

The Behavioral Impact Graph compares Andrew, to the position of Management - Sales. It includes the traits relevant to good performance in this position. The traits required for this position are listed in three categories and in each category the traits are listed in order of importance (most important at the top). The categories are: Essential Traits, Desirable Traits and Traits to Avoid. The Essential Traits are the traits that are core to this position. The greater your score on the essential traits the more likely you will perform well in this position. The Desirable traits require only a moderate score. Although it is not important to have a high score on the Desirable traits, an absence of that trait (a low score) could interfere with performance. The Traits to Avoid are the traits that are likely to interfere with performance (if the score is high). The score after the trait name is your score on that trait. The box to the right of each trait indicates the POTENTIAL impact of that trait on performance. The colored area within the box indicates the PROBABLE impact on performance of your tendencies (your score) for that trait.

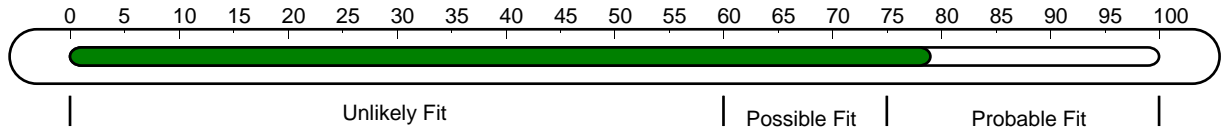


# POSITION COMPARISON - BEHAVIORAL IMPACT GRAPH

Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

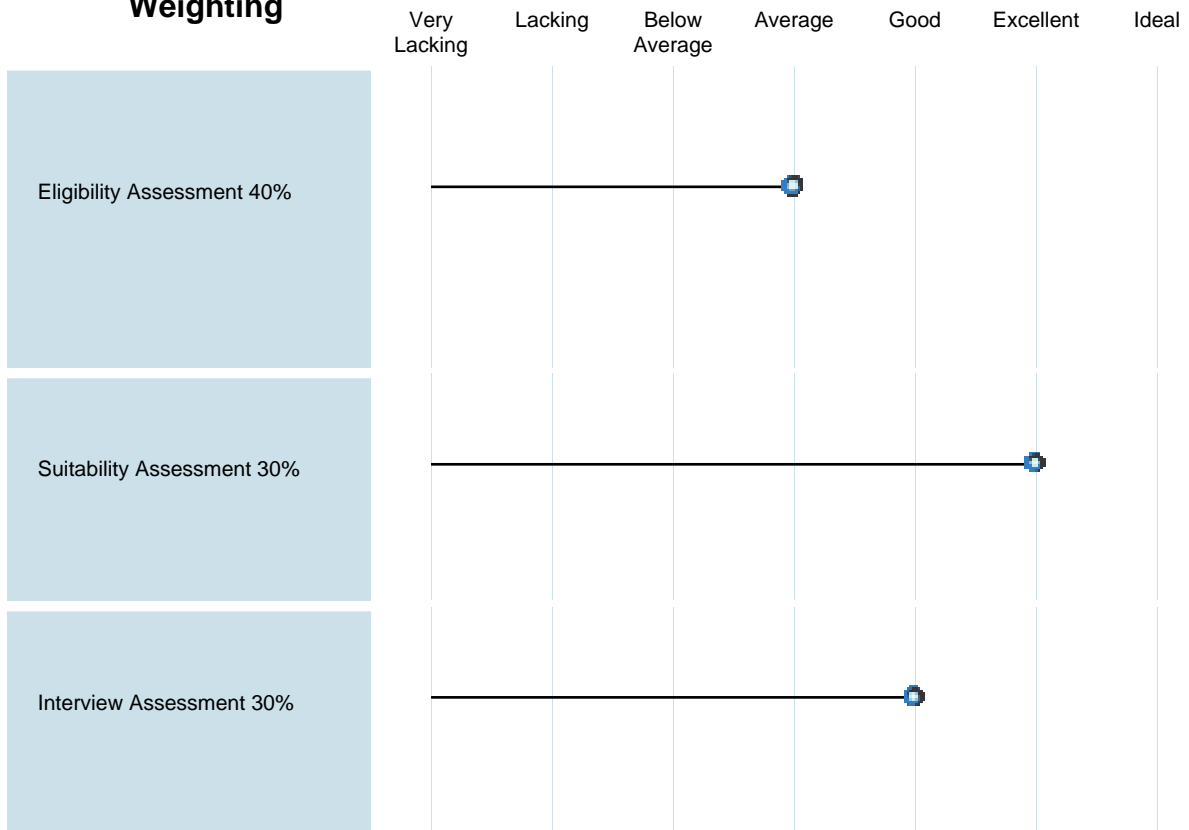
Compared to: Management - Sales

## Overall Percentage of Requirements Met = 79%



### Method Weighting

### Overall Results:





# POSITION COMPARISON - BEHAVIORAL IMPACT GRAPH

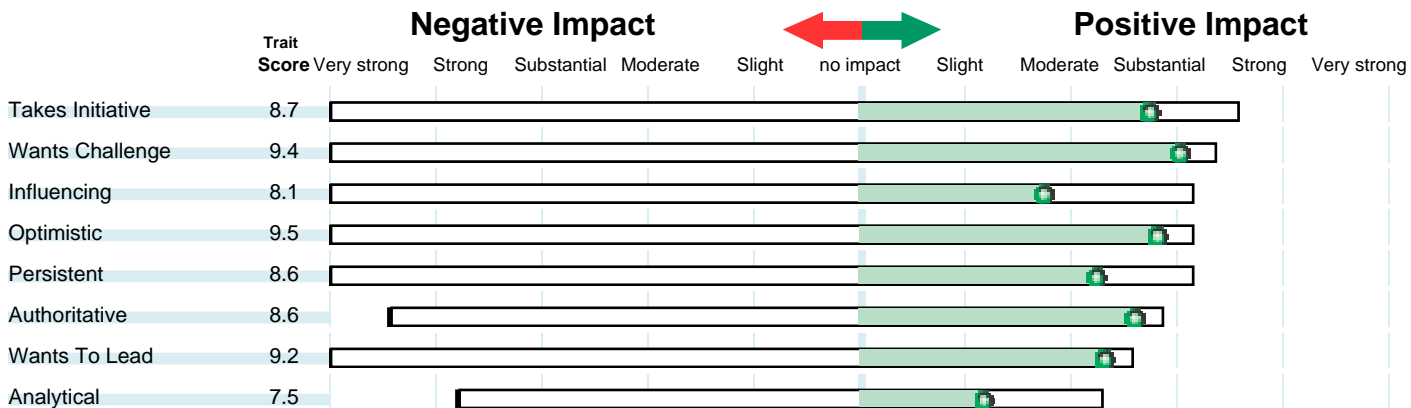
Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

Compared to: Management - Sales

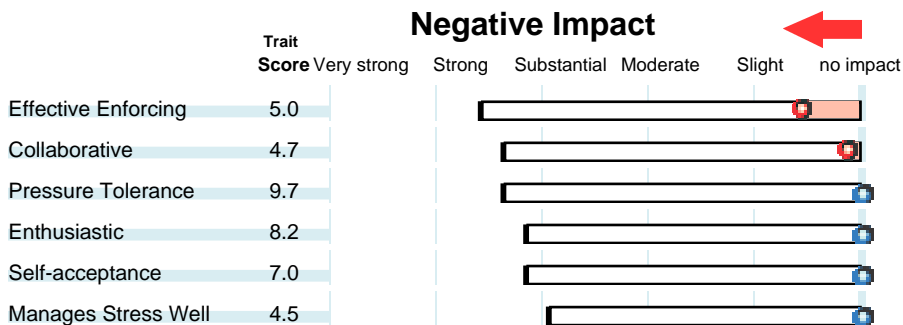
ASSESSMENTS

**Andrew,'s Behavioral Assessment Score = 89%**  
**(percentage of behavioral suitability requirements met)**  
**Andrew,'s suitability is excellent**

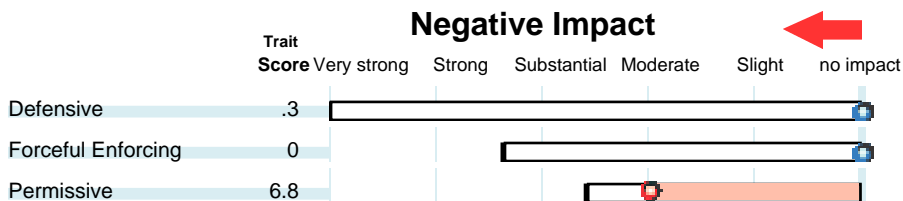
### Essential traits for this position (in order of importance)



### Desirable traits for this position (in order of importance)



### Traits to avoid for this position (in order of importance)





## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

Compared to: Management - Sales

**SUMMARY**

Considering the suitability assessment, interview rating and eligibility rating, Andrew,'s percentage of requirements met for this position is 79%. Andrew, is somewhat more likely to succeed than fail in this position.

The weighting given to the different assessments for this position is:

Eligibility = 40%

Behavioral Assessment = 30%

Interview = 30%

Andrew,'s level of eligibility for this position is average. Although he is likely to have many of the skills and experience necessary for good performance, some development may be required.

The behavioral assessment results indicate Andrew, is probably very suitable for this position and will probably exhibit most of the traits related to success.

The interview results indicate Andrew, is generally suitable for this position and will probably exhibit many of the behaviors related to success.

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

**Andrew,'s SUITABILITY FOR Management - Sales****ESSENTIAL TRAITS FOR THIS POSITION (in order of importance)**

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

Andrew, has a score of 8.7 on Takes Initiative.

Andrew, very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations.

Andrew,'s initiative will probably have a positive impact on job satisfaction and/or performance.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

Compared to: Management - Sales

## ASSESSMENTS

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

Andrew, has a score of 9.4 on Wants Challenge.

Andrew, is very motivated by challenging tasks or projects and needs challenging work. Andrew, strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others.

Andrew,'s drive to achieve challenging objectives will probably have a positive impact on job satisfaction and/or performance.

**Influencing** - The tendency to try to persuade others

Andrew, has a score of 8.1 on Influencing.

Andrew, very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew, is likely to be skillful in expressing his ideas to staff, co-workers, and/or clients.

Andrew,'s tendency to influence others will probably have a somewhat positive impact on job satisfaction and/or performance.

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

Andrew, has a score of 9.5 on Optimistic.

Andrew, tends to be very optimistic and cheerful. Andrew,'s positive attitude will be very beneficial when dealing with staff and co-workers. His positive attitude will also support the sales process.

Andrew,'s positive attitude will probably have a positive impact on job satisfaction and/or performance.

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

Andrew, has a score of 8.6 on Persistent.

Andrew, is very determined and perseveres with a task despite many obstacles. This will probably be beneficial for overcoming the obstacles that he will encounter in this management position. Andrew,'s persistence can also pay off when selling as he is more likely to be effective when cold calling or tenaciously pursuing a potential client.

Andrew,'s tendency to be persistent will probably have a somewhat positive impact on job satisfaction and/or performance.



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

Compared to: Management - Sales

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

Andrew, has a score of 8.6 on Authoritative.

Andrew, has a strong desire to have decision-making authority and is very willing to accept responsibility.

Andrew,'s tendency to take responsibility for decisions will probably have a positive impact on job satisfaction and/or performance.

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

Andrew, has a score of 9.2 on Wants To Lead.

Andrew, has a strong desire to be in a leadership position. He has a strong drive to take charge.

Andrew,'s willingness to be in a leadership position will probably have a somewhat positive impact on job satisfaction and/or performance.

**Analytical** - The tendency to logically examine facts and problems (not necessarily analytical ability)

Andrew, has a score of 7.5 on Analytical.

Andrew, often analyzes problems and decisions and usually enjoys it.

Andrew,'s tendency to analyze will probably have a slightly positive impact on job satisfaction and/or performance.

## DESIRABLE TRAITS FOR THIS POSITION (in order of importance)

**Effective Enforcing** - The tendency to skillfully correct others when they are violating rules or performing poorly

Andrew, has a score of 5.0 on Effective Enforcing.

Given Andrew,'s interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules.

Andrew,'s degree of skill when enforcing rules will probably have a slightly negative impact on job satisfaction and/or performance.

**POSITION COMPARISON - BEHAVIORAL NARRATIVE**

Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

Compared to: Management - Sales

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

Andrew, has a score of 4.7 on Collaborative.

Andrew, only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew, is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made.

Andrew,'s degree of collaboration is sufficient.

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

Andrew, has a score of 9.7 on Pressure Tolerance.

Andrew, is extremely likely to work well under the pressure of deadlines and tight schedules.

Andrew,'s degree of tolerance of pressure is sufficient.

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

Andrew, has a score of 8.2 on Enthusiastic.

Andrew, tends to be quite enthusiastic about his goals. If Andrew,'s goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives.

Andrew,'s degree of enthusiasm for his goals is sufficient.

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

Andrew, has a score of 7.0 on Self-acceptance.

Andrew, is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients.

Andrew,'s degree of self-acceptance is sufficient.

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

Andrew, has a score of 4.5 on Manages Stress Well.

Andrew, is moderately able to manage stress.

Andrew,'s level of ability to manage stress is sufficient.

**TRAITS TO AVOID FOR THIS POSITION (in order of importance)**



## POSITION COMPARISON - BEHAVIORAL NARRATIVE

Jones, Andrew, Date Entered: 04/08/04  
For Sample Client Reports

Compared to: Management - Sales

## ASSESSMENTS

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

Andrew, has a score of .3 on Defensive.

Andrew, probably does not have a significant degree of defensiveness.

Andrew,'s lack of defensiveness will support job satisfaction and will NOT hinder performance.

**Forceful Enforcing** - The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation

Andrew, has a score of 0 on Forceful Enforcing.

Andrew, probably does not have a significant degree of being forceful when enforcing rules.

Andrew,'s lack of being forceful when enforcing rules will support job satisfaction and will NOT hinder performance.

**Permissive** - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior

Andrew, has a score of 6.8 on Permissive.

Andrew, probably has a very strong tendency to be permissive. Andrew, may have difficulty insisting his subordinates follow the rules or perform to their potential.

Andrew,'s tendency to be permissive will probably have a somewhat negative impact on job satisfaction and/or performance.

**OTHER TRAITS THAT MAY RELATE TO THIS POSITION**

Andrew, is only moderately motivated by an opportunity to earn higher pay.

Andrew, has some desire for recognition.



## INTERVIEWING GUIDE

Jones, Andrew, Date Entered: 06/25/04  
For Sample Client Reports

Compared to: Management - Sales

### ASSESSMENTS

This interview guide will enable you to ask candidates behavioral based interview questions related to the same traits used in the selected position template. The "Look For" paragraph under each trait identifies the key criteria the interviewer should look for when scoring the interviewee's answers. As an interviewer you may need to ask for additional examples of certain traits in order to gain sufficient insight into the interviewee's behavior. If you explain or reword the question, make sure you retain the same meaning. The column on the right side of the page enables you to score the person or make notes for each trait. The overall scores for each interviewee need to be entered into the system using the following categories: IDEAL, EXCELLENT, GOOD, AVERAGE, BELOW AVERAGE, LACKING, AND VERY LACKING. To enter the interviewee scores, select the View Profilee Data option in the Questionnaire section of the main menu and then select the name of the person. Select the Interviewing Score option and enter the appropriate interviewing score. The interviewing score should be based on behavioral aspects only. Although you may use the interview as a means of clarifying a candidate's eligibility (level of education, experience or skills), the eligibility score should be formulated independently and entered separately. You can enter the eligibility score using the Eligibility Score option located next to the Interviewing Score option under View Profilee Data (see above).

The Interview Guide is divided into three sections: Key Interviewing Questions for Essential Traits, Key Interviewing Questions for Traits that could Hinder Success, and Other Interviewing Questions Related to Traits that could Hinder Success. Each section will have its own instructions related to scoring the traits. The essential traits in the first section should be given the greatest weighting toward your overall score. However, if there are a significant number of behaviors in the other two sections that could hinder success, the overall rating should be adjusted downward.

### Key Interviewing Questions for Essential Traits

The questions for this section relate to the essential traits required for this position. All of the traits deemed 'essential' have been identified by the Harrison Behavioral Assessment as having a significant positive impact on performance for this candidate in this position. They are listed in descending order with the traits having the greatest impact listed first. See the Behavioral Impact Graph for further details. This section should be given the greatest weighting in terms of the overall score. The higher the scores on these essential traits, the more likely the candidate will perform well.

Note/Score

#### Takes Initiative

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

**Look For...**

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

#### Wants Challenge

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

**Look For...**

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

#### Authoritative

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

**Look For...**

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

#### Influencing

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

**Look For...**

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



## INTERVIEWING GUIDE

Jones, Andrew, Date Entered: 06/25/04  
For Sample Client Reports

Compared to: Management - Sales

### ASSESSMENTS

#### Optimistic

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

**Look For...**

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

#### Persistent

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

**Look For...**

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

#### Wants To Lead

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

**Look For...**

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

#### Analytical

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

**Look For...**

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

### Key Interviewing Questions for Traits That Could Have a Negative Impact on Performance

The traits included in this section have been identified by the Harrison Behavioral Assessment as having a potential negative impact on performance for this candidate and this position. This section includes traits that could hinder success if they are significantly lacking (called Desirable Traits), and negative traits that could hinder performance if they are present. The traits are listed and ranked in order of the negative impact on performance according to the Harrison Behavioral Assessment. Please refer to the 'Look For' section under each trait for further scoring guidance.

**Note/Score**

#### Permissive

Describe a time when you were managing someone who was breaking a rule or performing poorly - and you felt empathy for him/her. How did you handle it? What did you say? How did you enforce the rule or performance?

**Look For...**

*The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior. If Andrew, can't think of an example of being empathetic, he is probably NOT permissive. If Andrew, can think of an example of being empathetic, but can NOT think of a sufficient example of enforcing, he is probably permissive. A moderate amount of this trait will have a negative impact on his performance.*

#### Effective Enforcing

Tell me a time when you were particularly effective correcting someone who was violating a rule or performing poorly.

**Look For...**

*Andrew, 's degree of enforcing and especially his quality of the enforcement. As long as Andrew, has at least very moderate amounts of this trait, there will be NO negative impact on his performance.*

#### Collaborative

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

**Look For...**

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



# INTERVIEWING GUIDE

Jones, Andrew, Date Entered: 06/25/04  
For Sample Client Reports

Compared to: Management - Sales

## Other Interviewing Questions for Traits That Could Have a Negative Impact on Performance

The traits in this section are in the position template but have been identified by the Harrison Behavioral Assessment as NOT having a negative impact on performance for this candidate in this position. However, by using these questions you can have another opportunity to assess the candidate related to these traits. This section includes the remaining Desirable and Negative traits. The traits are listed and ranked in order of the potential impact on performance according to position template. Please refer to the 'Look For' section under each trait for further scoring guidance.

Note/Score

### Enthusiastic

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

**Look For...**

*Andrew, 's clarity of the goals, his degree of achievement necessary to accomplish the goals, his degree of enthusiasm toward the goals, and especially the relevance of his goals to the position. Only if Andrew, is reasonably lacking in this trait will, it have a negative impact on performance.*

### Pressure Tolerance

Tell me about a time when you had significant pressure to meet a difficult deadline. How did you do it? How did you feel about it?

**Look For...**

*Andrew, 's ability to deal with significant deadline pressure and a history of activity that demonstrates it. Only if Andrew, is reasonably lacking in this trait will, it have a negative impact on performance.*

### Self-acceptance

Tell me something you particularly like about yourself.

**Look For...**

*The significance of his example(s) and the degree of genuine self-acceptance he exhibited. Only if Andrew, is reasonably lacking in this trait will, it have a negative impact on performance.*

### Manages Stress Well

Tell me about a time when you experienced a significant amount of stress but managed to deal with that stress effectively.

**Look For...**

*The potential degree of stress the situation could have caused, Andrew, 's ability to deal with it, and the quality of his approach used to deal with the stress. Only if Andrew, is reasonably lacking in this trait will, it have a negative impact on performance.*

### Defensive

What is your best quality that enables you to perform well in your work? What quality could be improved? How are you attempting to improve that quality?

**Look For...**

*The degree of criticism being defensive. If Andrew, can't sufficiently think of a best quality, he is probably NOT defensive. If Andrew, can sufficiently think of a best quality, but can NOT sufficiently show an intention and activity toward further improvement, he is probably defensive. Even a little of this trait will have a negative impact on his performance.*

### Forceful Enforcing

Describe a time in which you had to discipline a subordinate who was not following procedures. Prior to that, what attempts did you make to explain the procedure and enlist his/her co-operation?

**Look For...**

*The tendency to try to force others follow rules or procedures without sufficient attempts to explain the necessity of the rules or procedures and/or enlist their co-operation. If Andrew, can't think of an example of enlisting co-operation, he probably does have the tendency to forceful enforcing. If Andrew, can think of an example of enforcing, but can NOT sufficiently show how the procedures were explained and/or co-operation enlisted, he is probably forceful when enforcing. A moderate amount of this trait will have a negative impact on his performance.*



## INTERVIEWING GUIDE

Jones, Andrew, Date Entered: 06/25/04  
For Sample Client Reports

Compared to: Management - Sales

**Overall Notes/Score**

Circle the appropriate overall interview rating below. (This rating can be entered in View Profilee Data/view-edit, see the Interviewing Rating option.) The weighting given for interview rating is 30.000002% .

Ideal

Excellent

Good

Average

Below Average

Lacking

Very  
lacking



# INTERVIEWING GUIDE

Jones, Andrew, Date Entered: 06/25/04  
 For Sample Client Reports  
 Compared to: Management - Sales

## Eligibility

Eligibility = experience, education, ability level, or hard skills.  
 Please enter below the eligibility criteria for this position.

### Eligibility Criteria

### Rating

1

--

2

--

3

--

4

--

5

--

6

--

7

--

Given this candidate's rating for each criteria what is his/her overall eligibility?  
 Circle the appropriate overall eligibility rating below. (This rating can be entered in View Profilee Data/view-edit, see the Eligibility Rating option.) The weighting given for eligibility rating is 40.0% .

Ideal      Excellent      Good      Average      Below Average      Lacking      Very lacking



## HOW TO ATTRACT THIS CANDIDATE

Jones, Andrew,  
Date Entered: 04/08/04  
For Sample Client Reports

### Essential Factors to Consider

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

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

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

### Important Factors to Consider

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

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

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

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

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

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

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

### Other Possible Factors to Consider

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

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



## HOW TO ATTRACT THIS CANDIDATE

Jones, Andrew,  
Date Entered: 04/08/04  
For Sample Client Reports

### **Other Possible Factors to Consider**

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