



## SUMMARY AND KEYWORDS

Jones, Jason  
Date Entered: 10/20/06  
For Harrison InnerView



This report is a general description of traits for Jason Jones's relation to the workplace. To further determine suitability for a particular position, use the 'Job Suitability Graph'.

### KEYWORD DESCRIPTIONS

| Strongest Traits                          | Strong Traits  | Fairly Strong Traits   |
|---|--|--|
| Self-certain<br>Willing to make decisions | Open minded<br>Outgoing<br>Enjoys collaborating<br>Persevering<br>Frank<br>Diplomatic<br>Helpful<br>Does not want to lead<br>Dislikes planning<br>Has unclear goals<br>Lacks goal enthusiasm | Optimistic<br>Analytical<br>Has creative ideas<br>Can be somewhat tense<br>Idealistic<br>Self-accepting<br>Organized |

### SUMMARY DESCRIPTIONS

Jason's task preferences are (in order of preference): doing something that helps others or society, meeting and interacting with new people, analyzing facts, problems and decisions, and organizing something. He prefers to avoid the following tasks (listed according to greatest dislike first): teaching, and doing something artistic. He would be interested in work that involves sports, science, health/medicine, animals, finance/business, travel, writing/language, and electronics. Jason needs a work environment that involves working outdoors, working as part of a team, and stimulating deadlines.

Generally, Jason has an optimistic and positive attitude. He may have significant difficulty dealing with stress when it occurs. He is very forthright or frank. Jason is very capable of being tactful. He is very helpful and responsive to others' needs. He is quite self-accepting. He is very outgoing. Thus he would enjoy a position that involves meeting new people. Jason enjoys trying to influence others.

Jason is highly motivated by a chance to have decision-making authority, a chance to take initiative, an opportunity to work for someone he respects, and an opportunity to do something worthwhile for society. He is demotivated by receiving insincere praise, and having to tell others what to do.

Jason enjoys analyzing facts and decisions. He is comfortable in a decision-making role. He is very willing to collaborate with others with regard to making decisions. Jason has a good balance between accepting responsibility for decisions and collaborating with others. He is optimistic about the outcome of risks. He may occasionally make decisions based upon hope rather than on an examination of the facts. He normally approaches decisions with a very open and reflective mind. Jason is strong-minded but his beliefs are generally formed through considering different viewpoints rather than being dogmatic. When making decisions, he often prefers to try a new approach to a situation. He has very little interest in planning. He does not have much



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interest in a leadership position.



## MAIN REPORT

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### OUTLOOK

Is highly capable of sticking to a point of view even when numerous others disagree. He expresses strong self-certainty.

Is very open-minded and reflective.

Is strong-minded but his beliefs are generally formed through considering different viewpoints rather than being dogmatic. This open-mindedness makes his self-certainty genuine rather than pretentious.

Is very outgoing.

Is moderately comfortable making presentations to groups.

Is quite optimistic.

### DECISIONS

Makes decisions with a moderate amount of analysis.

Has a moderate tendency to analyze the potential difficulties of plans and strategies, but may prefer not to have to do so extensively.

May be fairly intuitive and use this intuition for making decisions.

Is extremely willing to assume decision-making authority.

May occasionally make decisions based upon hope rather than on an examination of the facts.

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

Is quite creative and progressive.

Is fairly willing to take risks.

Has a good balance between being willing to risk and analyzing those risks.

Likes to work at a moderate, steady pace.

### COMMUNICATION

Is very forthright, frank and to the point.

Is very capable of being tactful.

Has an excellent balance between being tactful and being direct; consequently is highly skilled at interpersonal communication.

Is moderately tolerant of people who are blunt.

Tries to influence others.

### POWER

Can put forward his own needs, but may sometimes hesitate to do so.

Is very helpful and conscious of others' needs.

May want little autonomy.

Has a desire to work for a capable authority.



## MAIN REPORT

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### **MOTIVATION**

Prefers moderately challenging work.  
May lack clear goals.  
Is moderately self-motivated.  
May experience some tension at work.  
May have significant difficulty dealing with stress.  
Considers the amount of pay to be quite unimportant compared with other forms of reward.  
Has benevolent intentions. Undertaking work which benefits others/society is quite important to him.  
Tends to follow through on his benevolent actions.  
May tend to be self-sacrificing.  
Gives very little importance to having a stable career.

### **SUPPORT**

Is moderate in expressing warmth and empathy.  
Is quite self-accepting.  
Does not care much about recognition.  
Finds acceptance from within rather than seeking acknowledgment from others.

### **ORGANIZATION**

Is quite well organized.  
Is fairly flexible and adaptable to changes.  
Can be precise, but prefers not to be in a role which continually requires a great deal of precision or focusing on details.  
Generally prefers not to do work which involves having to be very systematic.  
May want a moderate amount of autonomy from having to follow closely defined procedures and schedules.

### **LEADERSHIP**

Lacks interest in assuming a leadership position.  
Has very little interest in planning. Prefers to avoid a planning role.  
Is quite effective at handling conflict.  
Dislikes enforcing necessary rules, but will usually do it when needed.



## HOW TO MANAGE

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This section of the report is designed to assist Jason's manager to work with him in order to create a mutually beneficial relationship. Adjusting management style wherever appropriate to accommodate individual traits and preferences will offer job satisfaction to Jason and higher productivity to the company. The general approach of this section is to explore ways to benefit from Jason's strengths, to neutralize weaknesses, and to accommodate his individual needs within the context of the particular employment situation. In order to obtain the best results from this report, jointly look for ways to apply these general ideas. The suggestions in this section must be applied in the context of sound management practices, good interpersonal skills and according to the specific employment circumstances.

### **OUTLOOK**

Utilize his creative mind to help brainstorm about projects and situations.

### **DECISIONS**

Utilize his ability to analyze problems.

### **INNOVATION**

Give him opportunities to be innovative.

### **COMMUNICATION**

Try whenever possible to find ways to put his good communication skills to effective use.

### **MOTIVATION**

Help to formulate clear objectives.

Help him reduce and manage stress more effectively. This could be achieved by determining the causes of stress and/or encouraging him to attend a stress management course.

Give help to structure his position so that he can feel that he is doing work that benefits others, otherwise, he may have difficulties due to experiencing a need for greater meaning or sense of purpose.

### **SUPPORT**

Give occasional recognition. Frequent or strong recognition is not necessary as he is only moderately motivated by being given recognition.

### **ORGANIZATION**

Consider how you might utilize his natural ability to organize as it may be worthwhile for all those concerned.

If the position requires having to follow a great many detailed procedures or schedules, try to minimize the structure. Try to get his input before implementing rules, procedures and other structures.

### **LEADERSHIP**

He may be very uncomfortable in a leadership position and thus be less effective.

Consider adjusting duties if the position requires a great deal of careful planning.



## DEVELOPMENT

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### Introduction

This report provides training recommendations related to attitudes, tendencies and behaviors. It does not take into consideration 'hard skills' such as typing or computer skills. You will have three options listed on this Training and Development Report and you can choose any or all of them to work on. If you choose to work on more than one, it is recommended that you complete one before starting the next. You may wish to work on a trait for personal development, professional development or for future career development. **HOWEVER, IF YOU THINK THE TRAIT IS IRRELEVANT TO YOUR CURRENT POSITION, CAREER DEVELOPMENT, OR PERSONAL GROWTH, JUST DO IT FOR FUN AND SEE WHAT HAPPENS.**

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop at least a sufficient amount of the trait. In most cases, it is not necessary to develop a great deal of a trait. Even a small increase in a trait can create a significant improvement. You can do the exercises alone by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention on the desired change.

This report is generated as a result of answers to the questionnaire but it does not take into consideration your specific position. Therefore, the suggestions may not be applicable in every case. The suggestions and exercises are intended to support personal development and career development. The user accepts all responsibility to apply the exercises and suggestions according to all related laws, organizational rules, organizational procedures, and appropriate employee conduct. The developer and agents of Harrison InnerView accept no liability for incidental or consequential damages resulting from the use of this material.



## DEVELOPMENT

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### **Enthusiastic**

In order to be motivated to achieve in your work, you need to personally connect with your work objectives. Having clear personal goals will enable you to find a career direction that will be rewarding. The exercise below is designed to explore your personal goals and identify how those goals can be achieved in your work.

### **Exercise - Exploring goals**

#### **Step 1 - What are your career goals?**

Reflect on and list your career goals. Take your time and list as many goals as you can.

#### **Step 2 - What are your most important career goals at this time?**

Reflect on and select the most important career goals on the list from above.

#### **Step 3 - What makes you feel enthusiastic about each of those goals?**

Reflect on and list what makes you feel enthusiastic about each of those goals.

#### **Step 4 - What are your work objectives?**



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Reflect on and list the major objectives related to your current position. The list should contain between 3 and 7 factors.

### **Step 5 - In what way can your career goals be fulfilled through your current work situation?**

Reflect on and state how each of your most important career goals could be fulfilled at work.

### **Step 6 - In what way can't your career goals be fulfilled through your work?**

Reflect on and state any of your goals that you think will not be able to be fulfilled in your current work situation.

### **Step 7 - What can you do to align your personal goals with your work objectives?**

Reflect on and state how your career goals could be aligned with your current work situation. For example, you could focus on certain personal goals that are aligned with your work objectives. Or, you might 're-engineer' your job to find that alignment. In extreme cases you might even need to transfer to a different position or even change careers.

### **Step 8 - What plan of action will you commit to in order to have greater alignment between your career goals and your work?**

Set out a series of action steps you need to take to achieve your goals through your work. Include stages of completion and dates by which you commit to achieving those steps.



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### **Manages Stress Well**

Each of us must face a formidable challenge as a result of the rapid changes due to technological development. The increase in the pace of modern life, and the new complexities resulting from technological advances create an unprecedented potential for stress. Without learning to manage stressful situations, we could easily damage our health and well being. The first step to managing stress more effectively is to become more aware of the specific things you do (or don't do) that contribute to stress. After you explore the sources of your stress you will be more able to implement a practical stress reduction plan.

#### **Exercise # 1 - Stress reduction**

##### **Step 1 - What situations do you find stressful?**

Reflect on and list what situations are stressful for you. This could be any type of stress in any part of your life, including your personal life.

##### **Step 2 - What do you find most stressful about each of those situations?**

Reflect on and list what you find most stressful about those situations.

##### **Step 3 - What attitude or behavior do you have that might make it more stressful?**

Reflect on and list exactly what you do or think that makes each of those situations more difficult.

##### **Step 4 - How could you manage stress better?**



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Reflect on and write down the ways in which you could manage stress more effectively. These can include viewing or reacting to a specific problem in a different manner, or general preventative approaches such as exercising more.

### **Step 5 - What specific plan are you willing to commit to doing in order to manage stress better?**

Reflect on and write down specific action steps you are willing to commit to taking in the next 30 days. If you chose a general preventative approach such as more exercise, make sure you make specific commitments to implementing those at least several times per week.

### **Step 6 - How well were you able to follow through on your stress reduction plan? (do this after 30 days)**

Reflect on and write down how well you were able to follow through on you plan over the last 30 days. In what ways did you succeed? What aspects were you unable to complete? What was the greatest barrier related to those aspects? How could you overcome those barriers?

### **Step 7 - In what ways have you improved your ability to manage the stressful situations listed in step 1?**

Reflect on and write down the ways in which your stress levels have changed.



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### **Exercise # 2 - Increasing your physical exercise to reduce stress**

Regular exercise has been proven to reduce stress. By gradually increasing your exercise, your levels of stress will decrease.

#### **Step 1 - What physical exercise do you do regularly?**

List the physical exercise you do including the frequency and duration.

#### **Step 2 - What could you do to increase your frequency and/or duration of physical exercise?**

Reflect on and list the things you could do that would give you more physical exercise.

#### **Step 3 - Create an exercise program.**

Select at least one type of exercise you think you would enjoy. Perhaps you have a friend who would also like to have more exercise. Exercising together can be very beneficial in that you can support each other to follow through with the exercise program.

Describe the type of exercise, the number of times weekly and the duration. Start out slowly and gradually increase the amount of time over a few weeks.



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### **Wants Challenge**

All significant achievements are challenging. They often involve doing things that have never been done before. Challenging goals are things that we are not sure we can accomplish and/or things that we are not sure how to accomplish. Therefore, significant achievements nearly always involve the real possibility that we may not succeed.

To develop this trait you need to gradually increase your comfort level with challenges. Start with the things that you consider a little challenging and gradually extend the challenges.

#### **Step 1 - What would be challenging to you?**

Make a list of things that you would consider to be challenging. Don't worry right now about whether you can achieve them or whether you want to take on the challenges. Just make a list of things you would consider to be challenging. These could be specific projects or whole areas of responsibility. You might also consider asking your manager for ideas of challenges you could pursue in your work.

#### **Step 2 - What are your concerns about each of those challenges?**

Reflect on and list your concerns about the challenges listed in step 1.

#### **Step 3 - What do you find inviting about those challenges?**

Reflect on and list what you find inviting about the challenges listed in step 1.

#### **Step 4 - Which challenge would you like to pursue?**

Select one item from the list you consider to be challenging. It should be something you would like to do and something that is practical and realistic in your current work situation.



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### **Step 5 - What steps are necessary to achieve that challenge?**

Set out a series of action steps you need to take to achieve this challenge. Include stages of completion and dates by which you commit to achieving those steps. Show these steps to a coworker or manager and get feedback.

### **Step 6 - Revise your action steps after receiving feedback**

Reflect on the feedback given about your action steps and make appropriate revisions. Then place the revised steps on your calendar so you can verify your progress within the designated time frame.

### **Step 7 - Review the results**

At the end of the implementation period write a brief report that outlines the major achievements as well as setbacks.



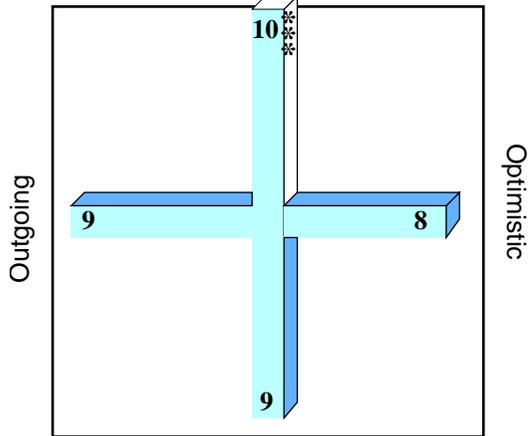
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## OUTLOOK

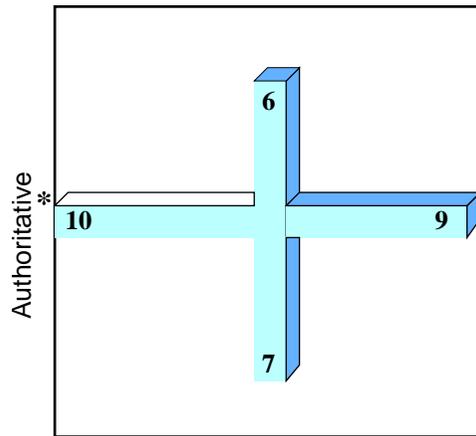
Certain



Open/reflective

## DECISIONS

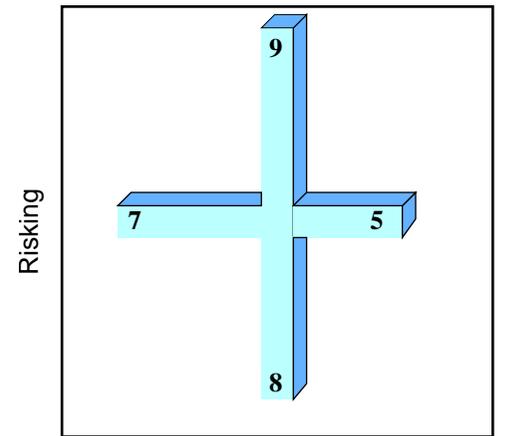
Problem Solving



Intuitive

## INNOVATION

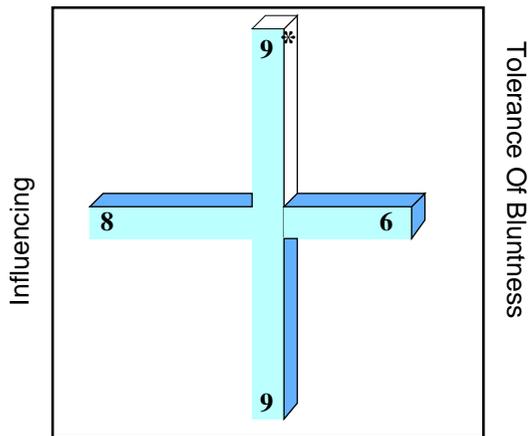
Persistent



Experimenting

## COMMUNICATION

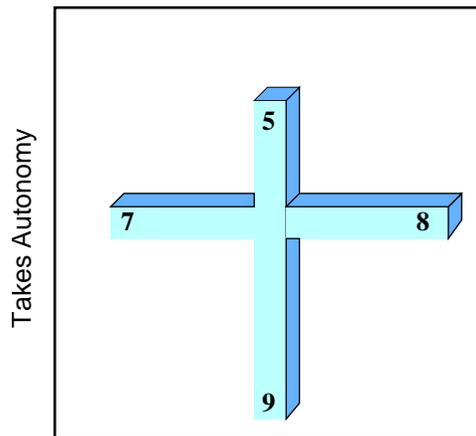
Frank



Diplomatic

## POWER

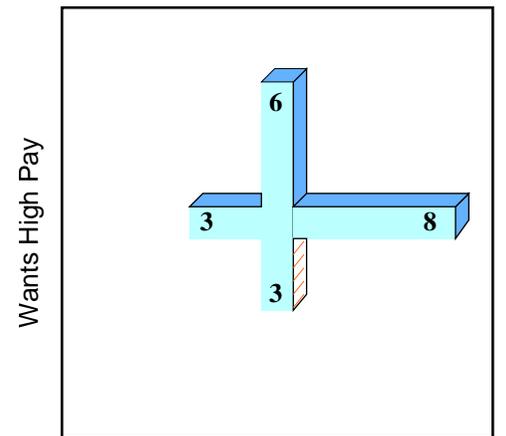
Assertive



Helpful

## MOTIVATION

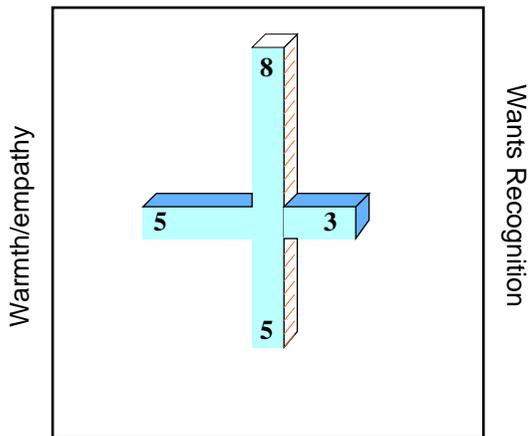
Self-motivated



Stress Management

## SUPPORT

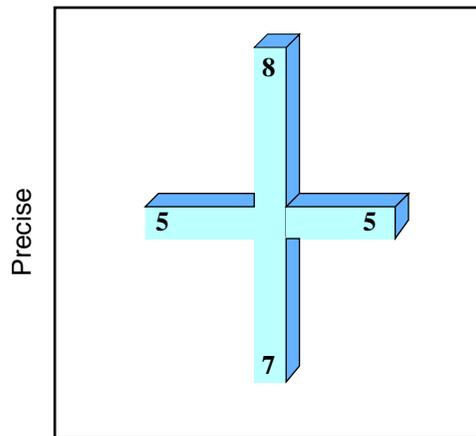
Self-acceptance



Self-improvement

## ORGANIZATION

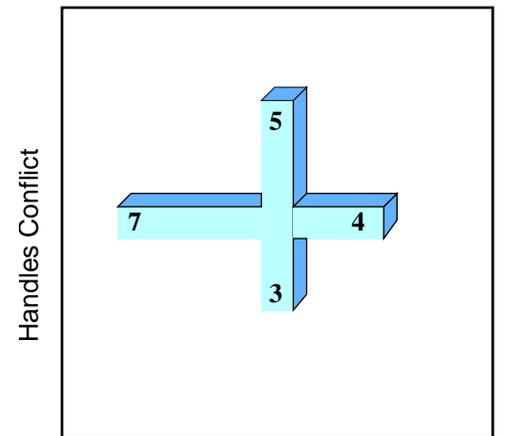
Organized



Flexible

## LEADERSHIP

Provides Direction



Planning

Probable Hindrance

Possible Hindrance

\* Inquire Further

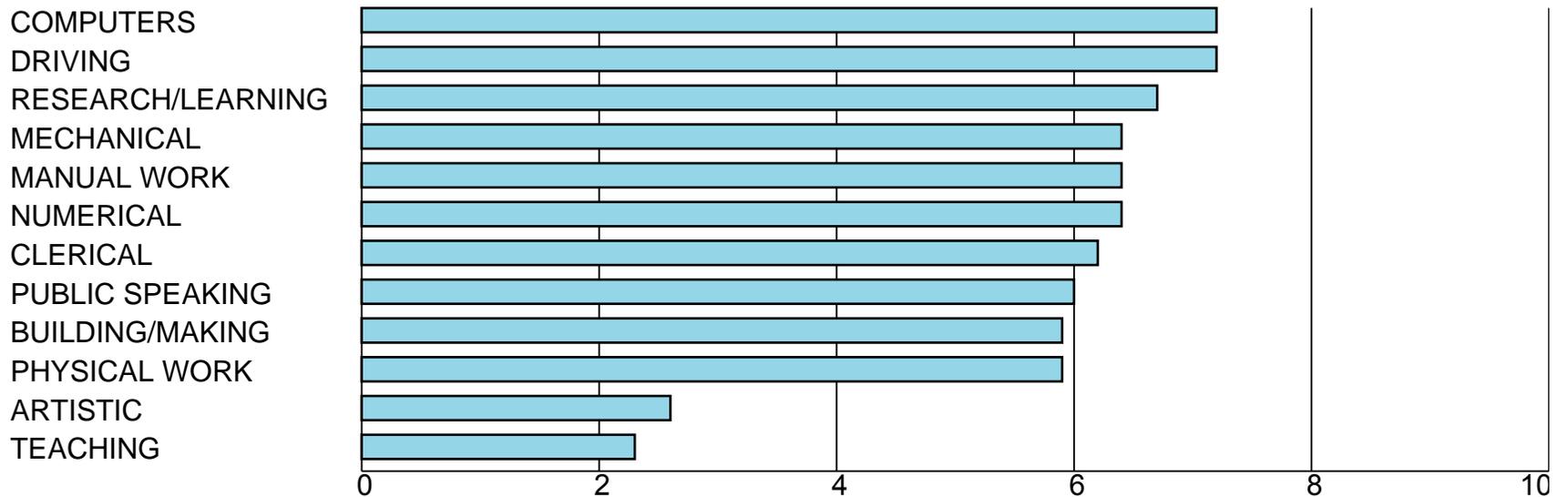


# PREFERENCE GRAPH

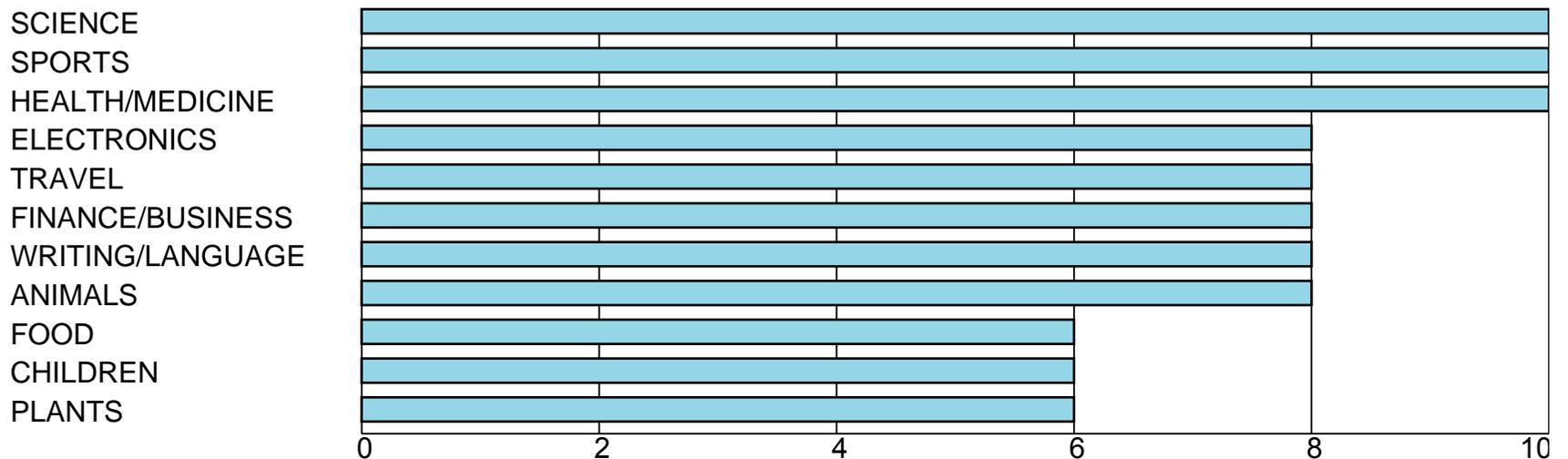
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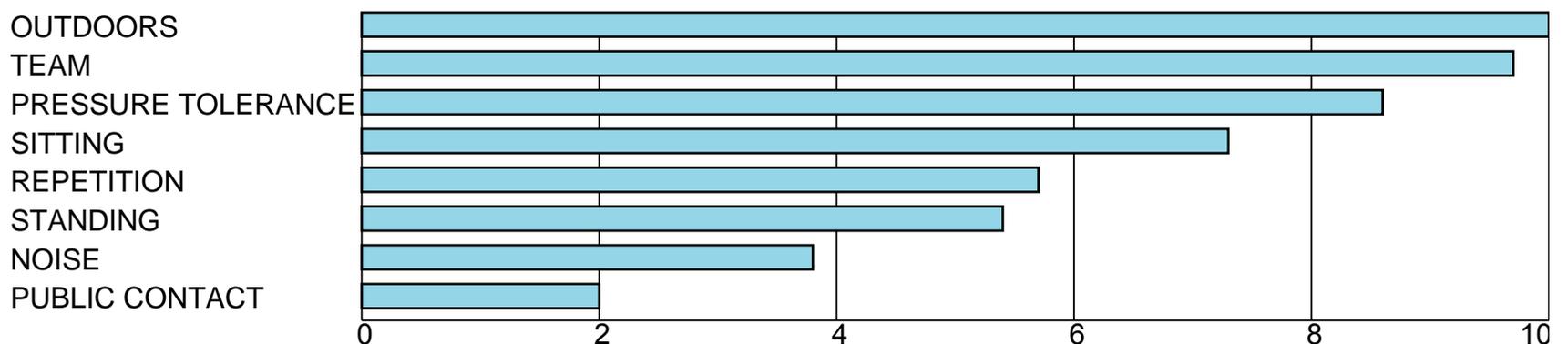
## TASK PREFERENCES



## INTERESTS



## WORK ENVIRONMENT PREFERENCES





# TRAIT HIERARCHY

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| <b>TRAITS</b>          | <b>Score</b> | <b>Incon.</b> | <b>TASK PREFERENCES</b>             | <b>Score</b> | <b>Incon.</b> | <b>BEHAVIORAL COMPETENCIES</b> | <b>Score</b> |
|------------------------|--------------|---------------|-------------------------------------|--------------|---------------|--------------------------------|--------------|
| Certain                | 9.9          | 0             | Computers                           | 7.2          | 0             | Negotiating                    | 8.1          |
| Authoritative          | 9.6          | 0             | Driving                             | 7.2          | 0             | Organizational Compatibility   | 8.0          |
| Frank                  | 9.5          | 0             | Research/learning                   | 6.7          | 0             | Innovative                     | 7.7          |
| Open/reflective        | 9.4          | 0             | Manual Work                         | 6.4          | 0             | Handles Conflict               | 7.4          |
| Collaborative          | 9.4          | 0             | Mechanical                          | 6.4          | 0             | Handles Autonomy               | 7.4          |
| Diplomatic             | 9.2          | 0             | Numerical                           | 6.4          | 0             | Doesn't Need Structure         | 7.0          |
| Helpful                | 9.0          | 0             | Clerical                            | 6.2          | 0             | Effective Enforcing            | 6.8          |
| Outgoing               | 8.9          | 0             | Public Speaking                     | 6.0          | 0             | Interpersonal Skills           | 6.7          |
| Takes Initiative       | 8.8          | 0             | Building/making                     | 5.9          | 0             | Judgment (strategic)           | 6.7          |
| Persistent             | 8.5          | 0             | Physical Work                       | 5.9          | 0             | Receives Feedback              | 5.9          |
| Cause Motivated        | 8.4          | 0             | Artistic                            | 2.6          | 0             | People Oriented                | 5.9          |
| Experimenting          | 8.2          | 0             | Teaching                            | 2.3          | 0             | Tolerance Of Evasiveness       | 5.6          |
| Influencing            | 8.2          | 0             |                                     |              |               | Self-employed                  | 5.1          |
| Optimistic             | 8.1          | 0             |                                     |              |               |                                |              |
| Wants Capable Leader   | 8.1          | 0             |                                     |              |               |                                |              |
| Self-acceptance        | 7.8          | 0             | <b>INTERESTS</b>                    | <b>Score</b> |               | <b>Generic Positions</b>       | <b>Score</b> |
| Organized              | 7.6          | 0             | Health/medicine                     | 10.0         |               | Supervisory                    | 76           |
| Analytical             | 7.5          | 0             | Science                             | 10.0         |               | Technical                      | 74           |
| Flexible               | 7.4          | 0             | Sports                              | 10.0         |               | Customer Service - Friendly    | 74           |
| Risking                | 7.1          | 0             | Animals                             | 8.0          |               | Sales - Cold Calling           | 69           |
| Intuitive              | 7.1          | 0             | Electronics                         | 8.0          |               | Administration                 | 61           |
| Self-motivated         | 6.5          |               | Finance/business                    | 8.0          |               | Management - Middle            | 57           |
| Tolerance Of Bluntness | 5.7          |               | Travel                              | 8.0          |               | Management - Upper             | 53           |
| Wants Challenge        | 5.6          | 0             | Writing/language                    | 8.0          |               |                                |              |
| Comfort With Conflict  | 5.5          | 0             | Children                            | 6.0          |               |                                |              |
| Precise                | 5.3          | 0             | Food                                | 6.0          |               |                                |              |
| Tempo                  | 5.2          | 0             | Plants                              | 6.0          |               |                                |              |
| Analyzes Pitfalls      | 5.1          | 0             |                                     |              |               |                                |              |
| Wants Diplomacy        | 5.0          | 0             |                                     |              |               |                                |              |
| Enlists Cooperation    | 4.8          | 0             | <b>WORK ENVIRONMENT PREFERENCES</b> | <b>Score</b> | <b>Incon.</b> |                                |              |
| Assertive              | 4.7          | 0             | Outdoors                            | 10.0         | 0             |                                |              |
| Self-improvement       | 4.6          | 0             | Team                                | 9.7          | 0             |                                |              |
| Tolerance Of Structure | 4.5          | 0             | Pressure Tolerance                  | 8.6          | 0             |                                |              |
| Warmth/empathy         | 4.5          | 0             | Sitting                             | 7.3          | 0             |                                |              |
| Wants Autonomy         | 4.3          | 0             | Repetition                          | 5.7          | 0             |                                |              |
| Enforcing              | 4.2          | 0             | Standing                            | 5.4          | 0             |                                |              |
| Relaxed                | 4.2          | 0             | Noise                               | 3.8          | 0             |                                |              |
| Systematic             | 3.6          | 0             | Public Contact                      | 2.0          | 0             |                                |              |
| Wants Frankness        | 3.4          | 0             |                                     |              |               |                                |              |
| Wants High Pay         | 3.4          | 0             |                                     |              |               |                                |              |
| Planning               | 3.3          | 0             |                                     |              |               |                                |              |
| Enthusiastic           | 3.1          | 0             |                                     |              |               |                                |              |
| Wants To Lead          | 3.1          | 0             |                                     |              |               |                                |              |
| Wants Recognition      | 2.9          | 0             |                                     |              |               |                                |              |
| Wants Stable Career    | 2.9          | 0             |                                     |              |               |                                |              |
| Manages Stress Well    | 2.9          | 0             |                                     |              |               |                                |              |

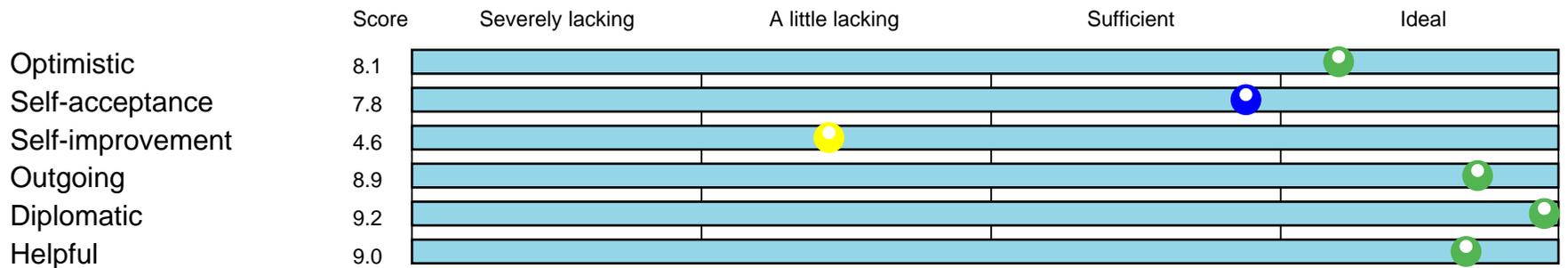


# JOB SUITABILITY GRAPH

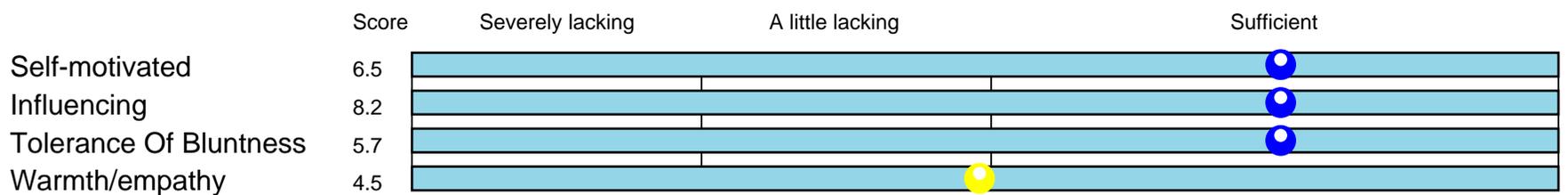
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Compared to: Customer Service / Sales



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



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



## Traits that could hinder success for this position (in order of importance)



Overall level of suitability for this position:

