CONFIDENTIAL: Business Role and Cultural Fit Analysis

Candidate: Steve Jones

Company: Stine Food

Post: Chief Technical Officer

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The author is an Organisational Psychologist accredited by Harrison Assessments to administer and interpret the work preference assessments used in this report.

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Contact: For any enquiries relating to this report or psychometric testing generally please contact beccabrighty@brightypeople.com

Feedback: We recommend candidates receive feedback on the psychometric process they have participated in, please contact beccabrighty@brightypeople.com for further details.

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Interview Questions: It is recommended that you ask all candidates applying for this role the same questions to allow you to accurately compare their responses. It is not essential that you ask all of the suggested interview questions but is advised that you probe the areas you feel are important for the role and company.

Steve completed an on-line work preferences inventory in support of his application for the position of **Chief Technical Officer**- Harrison Assessments Job Success Analysis, Traits and Definitions report, Remote Working Analysis and Paradox report. The reports are attached, this overview is to give you my interpretation of the reports and the main things I think you should consider. This information should be used to supplement the wider picture for their suitability identified during the whole appointment process. It is important to remember that his scores indicate his preferences. Just because someone has a preference for one thing does not mean that they cannot do the exact opposite, e.g. someone who prefers working alone may be excellent at team work, it will just cost them more energy and is unlikely to be as rewarding as working alone.

Potential strengths	Potential areas for development
• Takes initiative • Authoritative • Organised • Analytical • Positive outlook • Flexible • Straight forward communication style • Collaborative decision making style	• Pressure tolerance • Attention to detail • Systematic • Warmth and empathy • Desire to develop himself • May come across as blunt at times • Ability to insist others follow necessary rules

Culture Match

Overall Steve's results suggest he would be a reasonable cultural fit at Stine Food.

Value	Score
Friendly	6
Customer Satisfaction	6.9
Down to earth	8
Commitment	7.2
Candid	7.7

Job Success Analysis

This report looks at how well Steve is likely to perform as a Chief Technology Officer.

Overall percentage suitability fit- 83%

Steve's responses suggest he is an excellent fit for the role of CTO. According to Harrison theory and empirical research a score of 75% is what is considered a minimum to indicate a good role fit. It is probable, based on a score of 83%, that the role of CTO is an excellent fit for the candidate.

Overall, Steve has many positive skills and traits that would make him an excellent Chief Technical Officer. He is likely to inspire others and have a very positive, optimistic outlook. He is probably very innovative, logical and good at working collaboratively to achieve organisational goals.

He is likely to be excellent at aligning expectations clearly and providing others with clear direction and guidance. He is probably very organised, so is likely to take a structured approach to work and

be good at planning activities, such as staff training and reviews in advance. When conducting reviews, he is likely to be skilful at correcting his colleagues, although he may come across as blunt at times. He is likely to enjoy being involved in the selection of new staff, as he has a strong desire to lead and have his opinions valued.

Steve may find it difficult to plan and prioritise IT resources, make sure user stories are planned at least two sprints in advance, make sure adapted SCRUM procedures are followed and ensure the roadmap direction is followed. Although he is very organised, logical, good at analysing potential problems and is persistent, he probably does not enjoy tasks that require careful or methodical thinking through of steps or being detail-oriented, he may find it difficult to insist that others follow necessary rules and he probably does not enjoy following rules, schedules or procedures created by someone else.

Potential Risks

Precise- 3.6 Steve prefers not to work on tasks that require precision and attention to detail. It is possible that this preference may negatively impact Steve's performance and enjoyment of the job. Within a lot of companies, it is essential for a CTO to have good attention to detail, however, it is not necessarily always an issue, depending on the company and the team-dynamic. As long as the individual is aware of this "weakness" and has people around them who can check things for them, it can be mitigated.

Enthusiastic- 4.7 Steve tends to be only moderately enthusiastic about his goals. His goals may lack a little clarity at times. His lack of enthusiasm for his own/workplace goals may have a slightly negative impact on his performance and enjoyment of the job.

Pressure Tolerance- 3.4 Steve prefers to have very little pressure of deadlines and tight schedules. As a CTO's job is very high pressure and involves multiple deadlines and tight schedules, this preference may have a negative impact on Steve's performance and enjoyment of the role.

Self-improvement- 4.5 Steve has only a moderate interest in self-improvement. Although Steve is a great fit for the role, his lack of desire to improve himself may mean he never reaches his full potential. Also, it may have a slightly negative impact on his job satisfaction and/or performance.

Behaviour Under Pressure (Paradox Report)

This report identifies an individual's everyday tendencies, as well as how they may 'flip' into a completely different type of behaviour when under pressure. Steve's report highlights four paradoxes important to the role with a potential 'flip' and one paradox where the traits are imbalanced.

Driving Steve's responses indicate he may prefer not to have to enforce rules, give discipline or hold others accountable, but will probably do so when it is absolutely necessary. When he does enforce rules, he probably comes across as only moderately warm and empathetic and may be perceived as slightly cold at times.

Strategic Steve is likely to be excellent at analysing the potential difficulties of plans and strategies and probably takes a very considered approach to making strategic decisions. He is probably very good at formulating strategies to help manage risk. At times he may pay too much attention to potential risks and not consider potential benefits, this may result in lost opportunities at times. Under pressure he may 'flip' and make decisions impulsively.

Self-esteem Steve's responses suggest he has a reasonable level of self-esteem, although he may sometimes behave in a slightly defensive manner. This paradox looks at the balance between self-improvement and self-acceptance and due to the fact that Steve's self-acceptance score is greater than his self-improvement score, he may be reluctant to accept corrective feedback. When under pressure, he may have a tendency to 'flip' into being self-critical.

Communication The majority of the time, Steve is likely to communicate in a very straight-forward, open and effective manner. At times, due to his tendency to be very frank and direct, he may come across as blunt and may offend others. When under pressure he may have become evasive, which may lead to misunderstandings with colleagues.

Traits and Definitions Report

The main thing I would like to draw your attention to from the Traits and Definitions report is Steve's 'life themes', these are the main things that motivate Steve. These motivating factors are those of someone who is likely to feel fulfilled as a CTO.

Life theme	Score
Flexible	9.7
Experimenting	9.6
Authoritative	9.6
Optimistic	9.6
Collaborative	9.1

Remote Working Analysis

This report looks at how well Steve is likely to work remotely.

According to Harrison theory and empirical research, a score of 75% is what is considered the minimum score to indicate an individual is likely to perform well when working remotely. Remote working is broken down into two separate factors; remote productivity and remote communication.

Overall percentage suitability fit- 81%

Remote productivity- 73%
Remote communication- 84%

Overall, Steve is likely to perform effectively when working remotely, however, there are several development areas when it comes to productivity.

Remote Productivity: Potential Risks

Wants autonomy- 5.1 Steve only wants a moderate amount of autonomy. This will probably have a somewhat negative impact on his ability to work effectively remotely.

Self-improvement- 4.5 Steve is not particularly interested in self-improvement. This is likely to have a negative impact on his ability to work remotely.

Enthusiastic- 4.7 Steve is probably only moderately enthusiastic about his goals and they may lack clarity at times. This will probably have a slightly negative impact on his ability to work remotely.

Pressure Tolerance- 3.4 Steve prefers to have very little pressure of deadlines and tight schedules. This will probably have a slightly negative impact on his ability to work remotely.

Remote Communication: Potential Risks

Diplomatic- 3.5 Steve probably does not put much thought into how he phrases things and may come across as harsh at times. This may have a negative impact on his ability to communicate remotely

Interview Questions

Alongside the competency-based questions you have created, it is recommended that you ask Steve the following questions, based on his reports.

Steve may be excessively cautious at times, but when under pressure may occasionally be impulsive.
- Can you describe a time when have you taken a risk at work that paid off? How did that make you feel? What was the outcome?

- Can you tell us about a situation at work where you have taken a risk that you have later regretted? How has it influenced your behaviour since?

Steve's profile indicates he has a direct and open communication style, he may come across as blunt at times and occasionally evasive when under pressure.

- Can you tell us about a time when you have had to alter your communication style to fit the needs of your audience?
- Tell me about an error or mistake you made because of a breakdown in communication from you or one of your team members.

Steve probably prefers working in environments where there is little pressure of deadlines and tight schedules.

- Can you describe a situation where you have been working on several deadlines at once? How did you plan and prioritise them? Did you meet all the deadlines? What did you learn from that situation?

Steve may not be particularly driven to improve himself and he may be defensive when it comes to others giving him feedback on his performance.

- What, if any, personal goals have you set yourself this year?

- Can you tell us about a time when you have received feedback regarding your behaviour and taken steps to adjust it?
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Steve's responses suggest he does not enjoy working on tasks that involve precision and attention to detail.

- Tell me about a project you have lead where accuracy was essential. What was your role in the project? How did you maintain the high levels of attention to detail required?

He may not be particularly enthusiastic about achieving his own/ his organisation's goals.

- Can you tell us about an ambitious work goal you have set yourself or been given by your employer? How did you ensure you would achieve this goal?