

This introduction enables you to better understand how to get the most from your Harrison Reports.

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 behavioral 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 potential derailers.

Enjoyment Performance Theory - The first of two Harrison Theories



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

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

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

This elicits negative feedback or a sense of dissatisfaction, reinforcing our dislike to be an 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

Each questionnaire result has a reliability percentage, which is displayed in the upper left on the first page of each report. Eighty percent or greater indicates 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.

Harrison Paradox Theory - The Second of Two Theories

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 opposite 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. Conversely, if only one trait of a paradoxical pair is strong, the apparent strength becomes a derailer with likely unintended consequences. For example, frankness without diplomacy is bluntness which is likely to hinder getting one's communication across.

For more information on Harrison Paradox Theory, see the Paradox Report.

REPORT FOR
Andrew Jones

DATE OF COMPLETION
20/04/2019

RELIABILITY - 99.2%
Answers were very likely
accurate and truthful

ORGANIZATION
Divine Consulting

Welcome to Career Development

This report identifies your strong interests, task preferences and work environment preferences in the sections below. It is recommended that you seek employment that makes best use of those strong areas as this will increase your work satisfaction and likelihood of success. This report also outlines your tendencies related to interpersonal interactions, providing key points that are your strong areas as well as key areas that you may wish to develop. The motivation section identifies key issues related to your motivation, enabling you to leverage your motivational strengths as well as identify areas for development. If you plan to be in a decision-making role or leadership role, you can also review these sections to better leverage your strengths and plan for areas of development. For career development it is recommended that you select only one or two areas that you think will have the greatest impact on your career and then explore courses or other means of development related to those areas.

Your Task Preferences

The following are tasks you find enjoyable. It would be beneficial to have a career that involves doing most of these tasks (listed in order of importance):

- Doing something that helps others or society
- Meeting and interacting with new people
- Analyzing facts, problems and decisions
- Working with numbers

The following are tasks you tend to dislike. It would be beneficial if your career involves doing little of these tasks (listed according to greatest dislike first):

- Doing tasks that need to be done precisely
- Enforcing rules
- Fixing or repairing something
- Building or making something
- Researching or learning new information
- Doing physical work
- Doing clerical work

Your Interests

The following are interests that are important to you. It could be beneficial to incorporate some of these interests into your career:

- Animals
- Food
- Electronics
- Plants

- Psychology
- Entertainment
- Computer Software
- Computer Hardware

The following are areas in which you lack interest. It would be beneficial to avoid these areas as central aspects of your career:

- Children
- Sports
- Travel
- Writing or Language
- Health or Medicine
- Medical Science

Your Preferred Work Environment

You don't mind the pressure of deadlines and probably even find it stimulating.

You don't mind sitting for long periods.

You may find it rewarding to have a career that involves working with the general public.

It would be best for you to work indoors.

You need to avoid a position that requires standing for long periods.

You need to avoid a position that involves a great deal of repetitive and monotonous tasks.

Your Interpersonal Skills

Generally, you are extremely optimistic and have a positive outlook. This will support your career development. You can be relaxed while working, but you may be experiencing a little tension. Although many people have an even higher level of tension, it would be better for your health to learn to relax more. You are also moderately able to deal with stress when it occurs.

You would work best in a career that involves a lot of interaction with people. You are reasonably forthright or frank. You are very capable of being tactful. Your ability to be tactful and direct at the same time enables you to maintain good communication in your working relationships. This should help your career and enable you to work more effectively with others. You are moderately able to put forward your own needs. You are extremely helpful and conscious of others' needs. This is reasonably balanced and will help you to have positive interactions with others. You are reasonably self-accepting. You have a reasonably strong intention to improve yourself. This is somewhat balanced. You tend to be tolerant of people who are blunt. You are very outgoing. Thus you probably enjoy a career that involves meeting new people. You enjoy trying to influence others. You are extremely empathetic and warm, however you may at times become overly emotional. Your warm-heartedness will enable you to influence others more successfully.

Overall, your interpersonal skills are good and these skills will be an asset in your career.

Your Motivation

You are very self-motivated, you are likely to succeed in almost any career, especially in a career you enjoy. You take a great deal of initiative. You need to have very challenging work, and you are clear and enthusiastic about your goals. You want a great deal of autonomy in your work. You are happy to do tasks that require a great deal of perseverance.

You are highly motivated by (listed in the general order of importance):

- A chance to have decision-making authority
- A chance to take initiative
- Having challenging work
- An opportunity to do something worthwhile for society
- An opportunity to be in a leadership position
- An opportunity to achieve your goals

You will probably be demotivated by (listed in the general order of importance):

- Having to work closely with a supervisor
- Goals unrelated to your own

Your Decision-making

You enjoy analyzing facts and decisions, and you are very willing to assume decision-making authority. You are moderately willing to collaborate with others with regard to making decisions. You may be reasonably intuitive and use this intuition for making decisions.

You are very willing to take risks, and you are extremely optimistic about the outcome. You probably spend reasonably little time analyzing the potential difficulties of a plan or strategy. This may not be enough for the degree of risk you like to take. You may make decisions based upon hope rather than on an examination of the facts.

You normally approach decisions with an open and reflective mind, but you have reasonably strong opinions. To some degree you prefer making decisions based upon what is tried and tested but you are sometimes willing to try new approaches. You have some interest in planning, but you prefer not to spend much time focusing on details. You may not be very systematic in your approach to plans and decisions. You usually like to make decisions reasonably quickly.

Your Leadership

Your clear goals, combined with your enthusiasm, will probably enable you to articulate a vision that will motivate others. You are very interested in being in a leadership position. You are motivated by challenging goals, and your goals are clear. Also, your optimism could also help you motivate others. Your vision or goal genuinely includes benefiting others or society. In this respect, you are more likely to gain a wider support and acceptance. You have a natural tendency to try to influence others, and you give moderate importance to trying to enlist the cooperation of others. You are comfortable making presentations to groups and this could be an excellent means of facilitating your leadership.

You are very self-motivated. This is a great asset to your leadership. You tend to take a great deal of initiative. Consequently you are more likely to be successful in a career and as a leader. Your determination to reach a goal is a very good asset for a leader. You can be a little disorganized at times. Thus you will need the support of an assistant who is very organized. You will tend to create a reasonably unstructured organization. You tend to be flexible and adaptable to changes.

Your intention to improve yourself is a good asset as a leader. It allows you to continue to develop yourself as well as set an example for others. You are reasonably self-accepting. This could be a beneficial trait for leadership. You have a good balance between wanting to improve yourself and liking yourself the way you are now.

You have a moderate desire to work for a capable authority, and you want a great deal of autonomy in your work. This is normal for a leader.

In general, you have reasonably good interpersonal skills which will be of assistance to you in a leadership role. Your ability to mix and interact directly with the people working under you will enable you to gain a better perspective of your organization. You are extremely empathetic and warm which could be beneficial to your leadership. However, you dislike enforcing necessary rules. Consequently you may neglect doing so. Your ability to be direct and tactful at the same time will increase the loyalty and motivation of the people you lead. Your willingness for people to speak truthfully (even if they are a little blunt) will help you to be more informed and to better understand important issues. Your open-mindedness will help you gain respect.