

# Report for Andrew Jones

Date of completion 20/04/2019



How To Attract This Candidate

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**

Harrison Assessments

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

Andrew has an extremely 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 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 an 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 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 benefit 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 analyzing problems. If the position involves analyzing problems, explain how his natural tendencies could be very beneficial. Discuss the types of problems that can be analyzed in this position.

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.

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.