

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

Introduction

This report lists your preferences and tendencies. Pay special attention to the factors at the top and bottom of each section. The top factors give you the most satisfaction and the bottom factors give you the least satisfaction.

Trait names appear in the left column. To the right of each trait is your score and the trait definition. The Harrison measures the trait definition, NOT the trait name which can easily be misinterpreted.

Traits with an asterisk indicate you may have had some confusion related to that factor when answering the questionnaire. A double asterisk indicates a lot of confusion.

Traits

The traits are listed in order of your preference and they are divided into sections.

The first section, Life Themes, shows your top 5 traits which reflect your highest values and preferences. These have the greatest influence on your life. If these traits are utilized in your job, it will increase your job satisfaction. Do they resonate with you? Do you get an opportunity to use these in your current job?

The last section are traits you least enjoy and probably prefer not to do. If these traits are utilized in your job, it will decrease your job satisfaction. Are any of these called upon in your current job? If so, how do you feel when they are required?

Life Themes - Andrew's life themes, highest values, key potential strengths

Trait	Score	Description
Helpful	9.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	9.9	The tendency to express positive feelings and affinity toward others
Wants Autonomy	9.6	The desire to have freedom or independence from authority
Optimistic	9.5	The tendency to believe the future will be positive
Wants Challenge	9.4	The willingness to attempt difficult tasks or goals

Strengths and Preferred Focus - Andrew's potential strength and preferred focus

Trait	Score	Description
Outgoing	9.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Risking	9.2	The tendency to feel comfortable with business ventures that involve uncertainty
Wants To Lead	9.2	The desire to be in a position to direct or guide others
Cause Motivated	9.1	The tendency to be motivated to help society
Self-motivated	9.0	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Takes Initiative	8.7	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Authoritative	8.6	The desire for decision-making authority and the willingness to accept decision-making responsibility
Persistent	8.6	The tendency to be tenacious despite encountering significant obstacles
Diplomatic	8.6	The tendency to state things in a tactful manner
Open / reflective	8.2	The tendency to reflect on many different viewpoints
Enthusiastic	8.2	The tendency to be eager and excited toward one's own goals
Influencing	8.1	The tendency to try to persuade others
Tolerance Of Bluntness	7.8	The level of comfort related to receiving abrupt or frank communications from others
Tempo	7.7	The enjoyment of work that needs to be done quickly
Flexible	7.7	The tendency to easily adapt to change
Analytical	7.5	The tendency to logically examine facts and situations (not necessarily analytical ability)

Acceptable Areas - Andrew's moderate strengths and preferences

Trait	Score	Description
Wants Recognition	7.3	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Frank	7.1	The tendency to be straightforward, direct, to the point, and forthright
Self-acceptance	7.0	The tendency to like oneself ("I'm O.K. the way I am")
Certain	6.8	The tendency to feel confident in one's opinions
Wants Frankness	6.8	The desire for others to be direct, straightforward, and to the point
Intuitive	6.6	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Self-improvement	6.6	The tendency to attempt to develop or better oneself
Experimenting	6.4	The tendency to try new things and new ways of doing things
Wants Stable Career	5.6	The desire for long-term or permanent employment

Willing to do - Areas in which Andrew is willing if not required a large percentage of the time

Trait	Score	Description
Wants High Pay	5.4	The desire to earn greater remuneration
Comfort With Conflict	5.4	The tendency to be comfortable with confrontation or strife
Relaxed	5.2	The tendency to feel at ease or calm while working
Enlists Cooperation	5.0	The tendency to invite others to participate in or join an effort
Assertive	4.9	The tendency to put forward personal wants and needs
Collaborative	4.7	The tendency to collaborate with others when making decisions
Planning	4.7	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Wants Capable Leader	4.5	The desire to have a leader one perceives to be capable
Manages Stress Well	4.5	The tendency to deal effectively with strain and difficulty when it occurs
Wants Diplomacy	4.3	The desire for others to be tactful
Systematic	4.1	The enjoyment of tasks that require carefully or methodically thinking through steps
Organized	3.9	The tendency to place and maintain order in an environment or situation
Analyzes Pitfalls	3.8	The tendency to scrutinize potential difficulties related to a plan or strategy

Prefer Not to Do It - Andrew would prefer to be doing other things than these

Trait	Score	Description
Tolerance Of Structure	3.3	The tolerance of following rules, schedules, and procedures created by someone else
Enforcing	3.1	The tendency to insist upon necessary rules being followed

Strongly Prefer Not to Do It - Andrew strongly would prefer to be doing other things than these

Trait	Score	Description
Precise	2.3	The enjoyment of work that requires being exact and the tendency to be detail oriented

Retention and Engagement Factors

This section reflects your employment expectations. Ideally, your top 5 expectations are at least in the process of being met. Reflect on your level of fulfilment for each of those top 5 expectations. These issues provide an important framework for a discussion with your manager.

Retention and Engagement Factors	Score	Description
Wants Social Opportunities	10.0	The desire to have a workplace that enables one to meet and interact with others

Retention and Engagement Factors

Retention and Engagement Factors	Score	Description
Wants Development	9.0	The desire to have work opportunities to learn new skills or increase abilities
Wants Opinions Valued	8.0	The desire to have an employer who listens and gives importance to one's views
Wants Personal Help	7.0	The desire to receive some form of employer support related to one's personal difficulties
Wants Work/Life Balance	6.0	The desire to have sufficient time away from work for rest, enjoyment, or family
Wants Appreciation	5.0	The desire to have an employer who expresses appreciation for one's work
Wants To Be Informed	4.0	The desire to have an employer who freely shares information related to one's work or job
Wants Advancement	3.0	The desire to have work opportunities to expand one's career or responsibilities
Wants Quick Pay Increases	2.0	The desire to have an employer who offers relatively frequent pay increases
Wants Flexible Work Time	1.0	The desire to have flexible working hours or holiday schedules

Task Preferences

This section displays your preference levels related to a range of tasks. Tasks with scores of 8 or above are those you enjoy most. Hopefully, your job involves most of these. Tasks with scores of less than 4 are those you dislike or tend to avoid doing. Hopefully your job doesn't frequently require these.

Task Preference	Score	Description
Numerical	8.0	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Computers	6.6	The enjoyment of working with electronic machines that calculate, store, or analyze information
Public Speaking	6.5	The enjoyment of presenting or articulating information to groups of people
Teaching	5.8	The enjoyment of instructing, training, or educating others
Manual Work	5.7	The enjoyment of work that involves using one's hands
Artistic	5.4	The enjoyment of making things look beautiful or attractive
Driving	4.0	The enjoyment of operating a motor vehicle
Research / learning	3.4	The enjoyment of gathering and comprehending new information
Building / making	3.0	The enjoyment of constructing or putting together anything
Mechanical	2.8	The enjoyment of work that involves fixing or repairing something
Physical Work	2.5	The enjoyment of work that involves substantial bodily effort
Clerical	2.5	The enjoyment of tasks such as typing or filing or organizing information

Interests

This section lists your interests in order. If your job involves interests with scores of 8 or above, it will contribute to having more passion and enjoyment for your job. If your job involves interests with scores below 4, it is likely to hinder your work passion.

Interest	Score	Description
Animals	10.0	The interest in working with mammals, birds, reptiles, or fish
Food	10.0	The interest in work relating to food
Psychology	10.0	The interest in human mental functions including mannerisms, actions, attitudes, and abilities
Electronics	10.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Computer Hardware	8.0	The interest in the physical elements that constitute a computer system
Computer Software	8.0	The interest in the non-tangible program components (i.e. software) of computers
Entertainment	8.0	The interest in activity that holds the attention and interest of an audience
Plants	8.0	The interest in shrubs, gardening, botany, trees, or farming
Finance / business	7.0	The interest in commerce or fiscal management
Science	6.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge

Interest	Score	Description
Physical Science	6.0	The interest in the physics and chemistry of nature
Manufacturing	5.0	The interest in the production of products using labor, machines, or chemicals
Selling	5.0	The interest in convincing or influencing others to purchase a product or service
Legal Matters	4.0	The interest in rules created by social institutions to govern society and business
Biology	3.0	The interest in the structure, function, growth, evolution, distribution, or taxonomy of living organisms
Writing / language	2.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Health / medicine	2.0	The interest in health or medicine
Children	2.0	The interest in working with children
Medical Science	2.0	The interest in at least one of the applied sciences related to healthcare
Sports	2.0	The interest in work that involves sports
Travel	2.0	The interest in work that involves frequently taking a journey

Work Environment Preferences

This section lists work environment preferences. If your job requires being in a work environment related to factors in which you score 8 or above, it will contribute to your comfort level. If your job requires being in a work environment related to factors in which you score 4 or below, it will make your work environment less comfortable.

Work Environment Preference	Score	Description
Pressure Tolerance	9.7	The level of comfort related to working under deadlines and busy schedules
Public Contact	7.2	The level of comfort interacting with a wide range of people representative of general society
Sitting	6.1	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Team	4.5	The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)
Noise	3.7	The tolerance of working in an environment that has loud or continuous sounds
Standing	3.1	The tolerance of standing in one place for long periods (no opportunity to sit or walk around)
Outdoors	2.3	The desire to work in an outside environment
Repetition	2.1	The tolerance of monotonous work: a single activity repeated over and over (e.g. assembly line)

Behavioral Competencies

Behavioral Competencies are something we are able to do and tend to do. These are composed of multiple traits. If your job requires behavioral competencies in which you have a score of 8 or above, you are more likely to enjoy the job. If it requires behavioral competencies in which you score below 5, it is likely to hinder your work satisfaction.

Behavioral Competency	Score	Description
Handles Autonomy	9.3	The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)
Provides Direction	9.0	The tendency to provide others with clear direction or guidance
People Oriented	8.7	The tendency to positively interact with others
Handles Conflict	8.7	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
Organizational Compatibility	8.6	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Interpersonal Skills	8.3	The tendency to have a balance of traits that relate to effective interaction with others
Coaching	8.3	The tendency to effectively facilitate the development of others (one-to-one interactions)
Receives Correction	8.0	The tendency to accept guidance intended to improve performance
Innovative	7.9	The tendency to create new and more effective ways of doing things
Doesn't Need Structure	7.8	The tendency to work effectively without much structure (assuming sufficient job related knowledge)

Behavioral Competency	Score	Description
Self-employed	6.9	The tendency to be effective when self-employed (does not necessarily indicate sufficient business-related knowledge)
Negotiating	6.3	The tendency to bargain in order to reach a beneficial agreement
Tolerance Of Evasiveness	6.0	The level of comfort related to dealing with people who are indirect or lacking in frankness
Effective Enforcing	5.0	The tendency to skillfully correct others when they are violating rules or performing poorly
Judgment (strategic)	2.1	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy

Functions

The general functions below are composed of multiple traits designed to give you a broad indication of your level of enjoyment related to each role. If your score is 8 or above, you are more likely to enjoy that role and if your score is below 5, you are unlikely to enjoy that role. However, the scores do NOT indicate your level of enjoyment for all jobs within each broad category.

Functions	Score	Description
Customer Service - Friendly	9.6	This template is for a position in which the primary requirement is friendliness (not necessarily efficiency). It focuses on a variety of interpersonal skills related to serving customers. It also screens for personal honesty and at least a moderate level of motivation.
Sales - Cold Calling	9.2	This template relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Supervisory	7.0	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Management - Middle	4.6	This template is designed for a position that has the responsibilities of middle management. It focuses on achievement, self-motivation, leadership, and decision-making. It also screens for a lack of interpersonal skills necessary for management.
Management - Upper	4.2	This template is designed for a senior management position. It focuses on leadership, achievement, self-motivation, decision-making, and various interpersonal skills that relate to leadership.
Technical	3.8	This template is specifically designed for a technical position. It focuses on analytical tendencies, organizational skills, and self-motivation. It also screens for a lack of interpersonal skills necessary for interacting with co-workers.
Administration - General	0.0	This template is specifically designed for a general administration role. It focuses on being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.