

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.

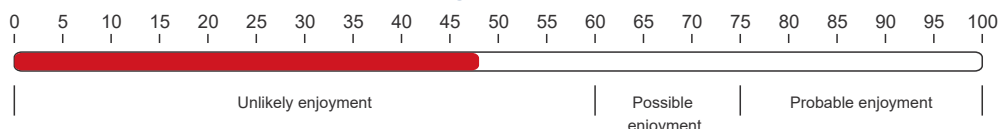
REPORT FOR
Andrew Jones**DATE OF COMPLETION**
20/04/2019**RELIABILITY - 99.2%**
Answers were very likely
accurate and truthful**ORGANIZATION**
Divine Consulting

Welcome to Career Enjoyment Analysis

This report compares your preferences and interests to the tasks and interests related to work satisfaction and success for typical jobs within the career called Accountant/Bookkeeper. Keep in mind that while there is a good general reflection of the career, there may be specific jobs under this career name which emphasize somewhat different tasks and interests, and thus your score is not necessarily reflective of all jobs within this career title.

This report is divided into three sections: Key factors related to your enjoyment, Lesser Factors which could hinder your enjoyment, and Potential derailers.

Overall percentage of enjoyment = 48%



Summary of this career

Maintain financial records for the company including accounts payable, accounts receivable, payroll and tax records. Accurately determine the amounts. Accurately maintain records.

Possible educational requirements

- Trade School or 6-18 months of training
- 2 years of college or 18-36 months of training
- Bachelor's Degree
- Master's Degree

Areas of knowledge

CLERICAL

Knowledge of administrative and clerical procedures including systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology

COMPUTER SOFTWARE

Knowledge of specialized software programs

MATHEMATICS

Knowledge and application of methods such as arithmetic, algebra, geometry, statistics or calculus

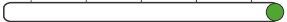

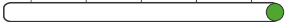
Key factors related to your enjoyment

These factors relate to areas in which a strong interest or enjoyment level is likely to help your enjoyment and success in this career, and a low level of interest or enjoyment is likely to hinder your enjoyment and success.

	Your Score	Strongly dislike	Dislike	Somewhat dislike	Occasionally enjoys	Moderate enjoyment	Some enjoyment	Substantial enjoyment	Strong enjoyment	Very strong enjoyment
Precise: <i>The enjoyment of work that requires being exact and the tendency to be detail oriented</i> Narrative: You strongly dislike having to do precision tasks. You strongly prefer not to do work that requires a significant amount of time to be spent on precision tasks and may be severely lacking in attention to detail. Your dislike of precision tasks will probably have a strong negative impact on job satisfaction and/or performance.	2.3									
Finance / business: <i>The interest in commerce or fiscal management</i> Narrative: You are reasonably interested in business or finance. Your level of interest in business or finance is sufficient.	7.0									
Numerical: <i>The enjoyment of counting, calculating, or analyzing quantities using mathematics</i> Narrative: You enjoy working with numbers. Your enjoyment of working with numbers will probably have a slight positive impact on job satisfaction and/or performance.	8.0									
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: You probably prefer not to do much organizing. You may do the minimum amount of organizing necessary and may occasionally lose efficiency without the support of others to help you organize. Your degree of being organized will probably have a substantial negative impact on job satisfaction and/or performance.	3.9									
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: You very often tend to take initiative. This initiative will help you to achieve objectives. It is very important that the employer provides opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. Your initiative will probably have a moderate positive impact on job satisfaction and/or performance.	8.7									
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: You tend to analyze difficulties, facts, and situations and enjoy it. Your degree of analysis is sufficient.	7.5									

Key factors related to your enjoyment		Strongly dislike Dislike Somewhat dislike Occasionally enjoys Moderate enjoyment Some enjoyment Substantial enjoyment Strong enjoyment Very strong enjoyment									
These factors relate to areas in which a strong interest or enjoyment level is likely to help your enjoyment and success in this career, and a low level of interest or enjoyment is likely to hinder your enjoyment and success.		Your Score									
Clerical: <i>The enjoyment of tasks such as typing or filing or organizing information</i> Narrative: You dislike clerical work and probably tend to avoid it. Your degree of enjoyment of clerical work will probably have a moderate negative impact on job satisfaction and/or performance.		2.5									
Less important factors that could hinder your enjoyment		Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance			
Computers: <i>The enjoyment of working with electronic machines that calculate, store, or analyze information</i> Narrative: You generally enjoy working with computers. Your degree of enjoyment of working with computers is sufficient.		6.6									
Optimistic: <i>The tendency to believe the future will be positive</i> Narrative: You tend to be extremely optimistic and cheerful. Your positive attitude will be very beneficial when dealing with subordinates, co-workers, or clients. Your degree of optimism is sufficient.		9.5									
Systematic: <i>The enjoyment of tasks that require carefully or methodically thinking through steps</i> Narrative: You usually prefer not to have to do work that requires being systematic. Your degree of being systematic is sufficient.		4.1									
Tolerance Of Structure: <i>The tolerance of following rules, schedules, and procedures created by someone else</i> Narrative: You may dislike having to follow extensive rules and procedures set by someone else and thus may sometimes neglect to follow them. Your degree of tolerance for structure is sufficient.		3.3									
Diplomatic: <i>The tendency to state things in a tactful manner</i> Narrative: You are very capable of being tactful and tend to state things in a very diplomatic manner. Your degree of diplomacy is sufficient.		8.6									

Less important factors that could hinder your enjoyment		Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: You tend to be extremely helpful and conscious of others' needs. Your degree of helpfulness is sufficient.	9.9							
Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i> Narrative: You are very motivated by challenging tasks or projects and need challenging work. You strongly prefer an employer who is able to offer challenging work. Your strong drive for achievement will probably be a good example for others. Your degree of drive to achieve challenging objectives is sufficient.	9.4							
Analyzes Pitfalls: <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i> Narrative: You usually do not enjoy analyzing the potential difficulties of plans and strategies, and may sometimes neglect to do so. Therefore, it would be best if you were to receive other input before making important strategic decisions. Your degree of analyzing potential difficulties is sufficient.	3.8							
Potential derailers		Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
Pay Minus Motivation: <i>The tendency to have a desire for money that is greater than the personal drive necessary to earn it</i> Narrative: You probably do not have a significant degree of having a desire for high pay that is greater than your level of motivation. Your level of motivation as compared to your desire for high pay will support job satisfaction and will not hinder performance.	0.0							
Fast But Imprecise: <i>The tendency to work quickly without sufficient attention to detail or accuracy</i> Narrative: You probably have an extremely strong tendency to be fast but imprecise. You may create problems with quality of output unless monitoring is applied. Your tendency to be fast but imprecise will probably have a strong negative impact on job satisfaction and/or performance.	7.9							

Potential derailers		Your Score	Very strong hindrance	Strong hindrance	Substantial hindrance	Moderate hindrance	Slight hindrance	No hindrance
Defensive: <i>The tendency to be self-accepting without sufficiently intending to improve</i> Narrative: You probably do not have a significant degree of defensiveness. Your lack of defensiveness will support job satisfaction and will not hinder performance.		0.3						
Dogmatic: <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i> Narrative: You probably do not have a significant degree of being dogmatic. Your lack of being dogmatic will support job satisfaction and will not hinder performance.		0.0						
Blunt: <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i> Narrative: You probably do not have a significant degree of being blunt. Your lack of being blunt will support job satisfaction and will not hinder performance.		0.0						
Harsh: <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i> Narrative: You probably do not have a significant tendency to be harsh or overly strict. Your lack of harshness will support job satisfaction and will not hinder performance.		0.0	