

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.

REPORT FOR
Andrew Jones

DATE OF COMPLETION
19/04/2019

RELIABILITY - 99.2%
Answers were very likely
accurate and truthful

ORGANIZATION
Manpower doo



Introduction

This report enables Andrew's manager to better utilize his strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

Essential Factors to Consider

- Andrew's outlook is extremely optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Andrew has a very strong desire to be helpful.
- Provide opportunities to help others in order to motivate or reward him.
- If Andrew is performing well, provide him with opportunities for greater autonomy.
- Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his staff follow the rules or perform to their potential. Check into this possibility and, if necessary, support Andrew to be more enforcing.

Important Factors to Consider

- Wherever possible, provide Andrew with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Andrew's work, it could become a distraction.
- Andrew has a strong desire to have decision-making authority. To motivate or reward Andrew, offer him opportunities for more responsibilities. If you wish to retain him, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Andrew's skills and experience are sufficiently developed for each stage of increased authority.
- Set clear guidelines regarding the types of decisions in which collaboration would be required or beneficial.
- Andrew very much enjoys opportunities to take initiative. To motivate or reward him, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Andrew may look for work elsewhere. Provide clear guidelines and examples of the type of initiative he is authorized to take. If Andrew has strong eligibility for this position, his initiatives are likely to be appropriate. However, if Andrew's experience and skills are in a developmental stage, you will need to monitor that he stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- Andrew very much desires challenging work. If this desire for challenge is not met, Andrew will probably seek work elsewhere. Therefore, to manage him well, you will need to provide new challenges continuously. If Andrew has strong experience and skills, allow him to take on difficult challenges. If Andrew's experience and skills are still developing, allow him to take on challenges in stages and monitor progress.

- Andrew has a strong desire to have employment that he perceives to be of benefit to society. If possible, offer him projects that he would perceive to produce a result that is helpful to society.
- Andrew is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Andrew's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he has the experience and skills that are required.
- Andrew may prefer not to have to analyze the potential difficulties of plans and strategies. Therefore, it would be best if he were to receive other input before making important strategic decisions.

Other Possible Factors to Consider

- Andrew is likely to be good at brainstorming. By engaging Andrew's ideas in formal or informal brainstorming, you will motivate him while at the same time generating some good ideas.
- Andrew enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- Andrew may occasionally need a little encouragement to collaborate.
- Provide Andrew with opportunities to express his views and to influence others. Listen carefully, thank him for the ideas, and respond accordingly.
- Andrew has some desire for recognition.
- Andrew is enthusiastic about his goals. Ask Andrew about his goals. Try to gain a complete understanding of each of Andrew's major goals and acknowledge each major goal. Then discuss how Andrew's goals could be achieved in this position.