

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 deailer 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**  
04/19/2019

**RELIABILITY - 99.2%**  
Answers were very likely accurate and truthful

**ORGANIZATION**  
Assess Develop Evolve



## Inclusive Leadership

**Inclusive leaders consciously craft a culture of trust, integration of diverse perspectives, optimizes talent, takes a broad worldview, and achieves transformation through the willingness to confront bias and other difficult topics.**

This report identifies the specific factors related to Inclusive Leadership and shows how the employee's score for each related factor impacts success for this behavioral competency.

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Open / reflective:</b> <i>The tendency to reflect on many different viewpoints</i> Narrative: Andrew enjoys reflecting on different ideas and opinions and is generally open-minded. Andrew is likely to be good at brainstorming. This will probably have a slightly positive impact on this behavioral competency.	8.2											
<b>Self-improvement:</b> <i>The tendency to attempt to develop or better oneself</i> Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.	6.6											
<b>Analytical:</b> <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.	7.5											

Essential traits <i>(in order of importance)</i>	Negative Impact < > Positive Impact											
	Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<p><b>Collaborative:</b> <i>The tendency to collaborate with others when making decisions</i></p> <p>Narrative: Andrew only moderately enjoys collaboration and probably only gives moderate importance to collaborating with others in the decision-making process. If Andrew is making important decisions that could benefit from collaboration, it might be wise to require collaboration before the final decision can be made. This will probably have a somewhat negative impact on this behavioral competency.</p>	4.7											
<p><b>Takes Initiative:</b> <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i></p> <p>Narrative: Andrew very often tends to take initiative. This initiative will help him 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. This will probably have a slightly positive impact on this behavioral competency.</p>	8.7											
<p><b>Analyzes Pitfalls:</b> <i>The tendency to scrutinize potential difficulties related to a plan or strategy</i></p> <p>Narrative: Andrew usually does not enjoy analyzing the potential difficulties of plans and strategies and may sometimes neglect to do so. Therefore, it would be best if he were to receive other input before making important strategic decisions. This will probably have a somewhat negative impact on this behavioral competency.</p>	3.8											
<p><b>Authoritative:</b> <i>The desire for decision-making authority and the willingness to accept decision-making responsibility</i></p> <p>Narrative: Andrew has a strong desire to have decision-making authority and is very willing to accept responsibility. This will probably have a slightly positive impact on this behavioral competency.</p>	8.6											
<p><b>Enlists Cooperation:</b> <i>The tendency to invite others to participate in or join an effort</i></p> <p>Narrative: Andrew only moderately enjoys enlisting the cooperation of others. This will probably have a slightly negative impact on this behavioral competency.</p>	5.0											
<p><b>Handles Conflict:</b> <i>The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively</i></p> <p>Narrative: Andrew's preferences indicate that he is probably very effective at handling conflict. This will probably have a slightly positive impact on this behavioral competency.</p>	8.7											

# Behavioral Competency Analysis

Report for Andrew Jones

Compared to: Inclusive Leadership #AS105-C011 v08/25/2020

Essential traits <i>(in order of importance)</i>		Negative Impact < > Positive Impact											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong
<b>Wants To Lead:</b> <i>The desire to be in a position to direct or guide others</i> Narrative: Andrew has a strong desire to be in a leadership position. He has a strong drive to take charge. This will probably have a slightly positive impact on this behavioral competency.		9.2											
Desirable traits <i>(in order of importance)</i>		Negative Impact <											
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact					
<b>Cause Motivated:</b> <i>The tendency to be motivated to help society</i> Narrative: Undertaking work that benefits others/society is very important to Andrew. Find out what Andrew's causes are in order to determine if they are consistent with the causes related to this position. This will probably be sufficient for this behavioral competency.		9.1											
<b>Experimenting:</b> <i>The tendency to try new things and new ways of doing things</i> Narrative: Andrew moderately enjoys trying new things and may at times experiment with new ways of doing things. This will probably be sufficient for this behavioral competency.		6.4											
<b>Flexible:</b> <i>The tendency to easily adapt to change</i> Narrative: Andrew tends to be quite adaptive and comfortable with change. This will probably be sufficient for this behavioral competency.		7.7											
<b>Helpful:</b> <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i> Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.		9.9											
<b>Influencing:</b> <i>The tendency to try to persuade others</i> Narrative: Andrew very often engages in persuading and influencing others. Assuming he has the right balance of other interpersonal traits, Andrew is likely to be skillful in expressing his ideas to staff, co-workers and/or clients. This will probably be sufficient for this behavioral competency.		8.1											

# Behavioral Competency Analysis

Report for Andrew Jones

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Desirable traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<b>Optimistic:</b> <i>The tendency to believe the future will be positive</i> Narrative: Andrew tends to be extremely optimistic and cheerful. Andrew's positive attitude will be very beneficial when dealing with staff and co-workers. This will probably be sufficient for this behavioral competency.	9.5						
<b>Receives Correction:</b> <i>The tendency to accept guidance intended to improve performance</i> Narrative: Andrew's preferences indicate he is likely to be receptive to corrective feedback. This will probably be sufficient for this behavioral competency.	8.0						
<b>Team:</b> <i>The enjoyment of working closely in a co-operative team effort (not necessarily the ability to do so)</i> Narrative: Andrew only moderately enjoys working in a team. This will probably have a slightly negative impact on this behavioral competency.	4.5						
<b>Tolerance Of Bluntness:</b> <i>The level of comfort related to receiving abrupt or frank communications from others</i> Narrative: Andrew is quite tolerant of people who are blunt. This will probably be sufficient for this behavioral competency.	7.8						
<b>Warmth / empathy:</b> <i>The tendency to express positive feelings and affinity toward others</i> Narrative: Andrew frequently expresses warmth and empathy. This will probably be sufficient for this behavioral competency.	9.9						
<b>Diplomatic:</b> <i>The tendency to state things in a tactful manner</i> Narrative: Andrew is very capable of being tactful and tends to state things in a very diplomatic manner. This will probably be sufficient for this behavioral competency.	8.6						
<b>Effective Enforcing:</b> <i>The tendency to skillfully correct others when they are violating rules or performing poorly</i> Narrative: Andrew's interpersonal preferences and tendencies indicate he is only moderately likely to skillfully enforce rules. This will probably be sufficient for this behavioral competency.	5.0						
<b>Frank:</b> <i>The tendency to be straightforward, direct, to the point, and forthright</i> Narrative: Andrew is fairly capable of being frank and usually tends to state things in a direct manner. This will probably be sufficient for this behavioral competency.	7.1						

# Behavioral Competency Analysis

Report for Andrew Jones

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Desirable traits <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<b>Research / learning:</b> <i>The enjoyment of gathering and comprehending new information</i> Narrative: Andrew does not enjoy having to research or learn new information as part of his work. This will probably have a slightly negative impact on this behavioral competency.	3.4						
<b>Assertive:</b> <i>The tendency to put forward personal wants and needs</i> Narrative: Andrew moderately puts forward his own needs. This will probably be sufficient for this behavioral competency.	4.9						
<b>Certain:</b> <i>The tendency to feel confident in one's opinions</i> Narrative: Andrew is fairly certain of his opinions. This will probably be sufficient for this behavioral competency.	6.8						
<b>Manages Stress Well:</b> <i>The tendency to deal effectively with strain and difficulty when it occurs</i> Narrative: Andrew is moderately able to manage stress. This will probably be sufficient for this behavioral competency.	4.5						
<b>Self-acceptance:</b> <i>The tendency to like oneself ("I'm O.K. the way I am")</i> Narrative: Andrew is fairly self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. This will probably be sufficient for this behavioral competency.	7.0						
Traits to avoid <i>(in order of importance)</i>		Negative Impact <					
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight
<b>Authoritarian:</b> <i>The tendency to make decisions independently without sufficiently collaborating with others</i> Narrative: Andrew probably has a moderate tendency to make decisions without sufficiently collaborating. Andrew may minimize buy-in and participation from others as well as reduce the effectiveness of his decisions as a result of insufficiently collaborating with others. This will probably NOT hinder this behavioral competency.	3.9						

# Behavioral Competency Analysis

Report for Andrew Jones

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Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p><b>Defensive:</b> <i>The tendency to be self-accepting without sufficiently intending to improve</i></p> <p>Narrative: Andrew probably does not have a significant degree of defensiveness. This will probably NOT hinder this behavioral competency.</p>	0.3						
<p><b>Dogmatic:</b> <i>The tendency to be certain of opinions without sufficiently being open to different ideas</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dogmatic. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p><b>Dominating:</b> <i>The tendency to be assertive of one's needs without sufficiently being helpful to others</i></p> <p>Narrative: Andrew probably does not have a significant degree of being dominating. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p><b>Harsh:</b> <i>The tendency to enforce rules without giving sufficient emphasis to building rapport or being empathetic</i></p> <p>Narrative: Andrew probably does not have a significant tendency to be harsh or overly strict. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p><b>Insensitive:</b> <i>The tendency to be assertive with one's own needs without being sufficiently warm and empathetic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being insensitive. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p><b>Blunt:</b> <i>The tendency to be frank or direct without being sufficiently tactful or diplomatic</i></p> <p>Narrative: Andrew probably does not have a significant degree of being blunt. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p><b>Evasive:</b> <i>The tendency to be tactful without being sufficiently direct</i></p> <p>Narrative: Andrew probably has only a very slight tendency to be evasive when communicating rather than saying what he really thinks. This will probably NOT hinder this behavioral competency.</p>	1.5						