

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
04/19/2019

RELIABILITY - 99.2%
Answers were very likely accurate and truthful

ORGANIZATION
Assess Develop Evolve



Positive Disruption

Positive Disruption catalyzes change by challenging old assumptions, igniting conversations, activating authorities and exposing new possibilities. Disruption can shed a unique light on difficult issues, giving a fresh urgency and perspective to the challenges of our competitive business landscape, digital landscape, and global community.

This report identifies the specific factors related to Positive Disruption 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
Open / reflective: <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											
Experimenting: <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											
Flexible: <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											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> 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.	8.7											

Essential traits <i>(in order of importance)</i>	Andrew's Score	Negative Impact < > Positive Impact												
		Very strong	Strong	Substantial	Moderate	Slight	No impact	Slight	Moderate	Substantial	Strong	Very strong		
<p>Analyzes Pitfalls: <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 slightly negative impact on this behavioral competency.</p>	3.8													
<p>Authoritative: <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>Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i></p> <p>Narrative: Andrew is very determined and perseveres with a task despite many obstacles. This will probably have a slightly positive impact on this behavioral competency.</p>	8.6													
<p>Self-improvement: <i>The tendency to attempt to develop or better oneself</i></p> <p>Narrative: Andrew has an intention to improve himself. This will probably be sufficient for this behavioral competency.</p>	6.6													
<p>Wants Challenge: <i>The willingness to attempt difficult tasks or goals</i></p> <p>Narrative: Andrew is very motivated by challenging tasks or projects and needs challenging work. Andrew strongly prefers an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. This will probably have a somewhat positive impact on this behavioral competency.</p>	9.4													
<p>Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i></p> <p>Narrative: Andrew tends to analyze problems and decisions and enjoys it. This will probably be sufficient for this behavioral competency.</p>	7.5													

Behavioral Competency Analysis

Report for Andrew Jones

Compared to: Positive Disruption #AS105-C002 v06/23/2020

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
<p>Collaborative: <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 slightly negative impact on this behavioral competency.</p>	4.7											
<p>Optimistic: <i>The tendency to believe the future will be positive</i></p> <p>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 have a slightly positive impact on this behavioral competency.</p>	9.5											
Desirable traits <i>(in order of importance)</i>		Negative Impact <										
		Andrew's Score	Very strong	Strong	Substantial	Moderate	Slight	No impact				
<p>Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i></p> <p>Narrative: Andrew tends to be quite enthusiastic about his goals. If Andrew's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. This will probably be sufficient for this behavioral competency.</p>	8.2											
<p>Finance / business: <i>The interest in commerce or fiscal management</i></p> <p>Narrative: Andrew is fairly interested in business or finance. This will probably be sufficient for this behavioral competency.</p>	7.0											
<p>Frank: <i>The tendency to be straightforward, direct, to the point, and forthright</i></p> <p>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.</p>	7.1											
<p>Helpful: <i>The tendency to respond to others' needs and assist or support others to achieve their goals</i></p> <p>Narrative: Andrew tends to be extremely helpful and conscious of others' needs. This will probably be sufficient for this behavioral competency.</p>	9.9											

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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
Pressure Tolerance: <i>The level of comfort related to working under deadlines and busy schedules</i> Narrative: Andrew is extremely likely to work well under the pressure of deadlines and tight schedules. This will probably be sufficient for this behavioral competency.	9.7						
Research / learning: <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 somewhat negative impact on this behavioral competency.	3.4						
Wants Development : <i>The desire to have work opportunities to learn new skills or increase abilities</i> Narrative: Andrew has a very strong desire to have work opportunities to learn new skills or increase abilities. This will probably be sufficient for this behavioral competency.	9.0						
Wants To Lead: <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 be sufficient for this behavioral competency.	9.2						
Comfort With Conflict: <i>The tendency to be comfortable with confrontation or strife</i> Narrative: Andrew is only moderately comfortable with conflict. This will probably be sufficient for this behavioral competency.	5.4						
Planning: <i>The tendency to formulate ideas related to the steps and process of accomplishing an objective</i> Narrative: Andrew only moderately enjoys planning but probably tends to do it when it is necessary. This will probably be sufficient for this behavioral competency.	4.7						
Warmth / empathy: <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						
Cause Motivated: <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						

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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
Certain: <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						
Diplomatic: <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						
Effective Enforcing: <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						
Intuitive: <i>The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)</i> Narrative: Andrew uses intuition or hunches to help make decisions. This will probably be sufficient for this behavioral competency.	6.6						
Organized: <i>The tendency to place and maintain order in an environment or situation</i> Narrative: Andrew probably prefers not to do much organizing. He may do the minimum amount of organizing necessary and may occasionally lose efficiency. This will probably be sufficient for this behavioral competency.	3.9						
Risking: <i>The tendency to feel comfortable with business ventures that involve uncertainty</i> Narrative: Andrew is very willing to take business risks. This will probably be sufficient for this behavioral competency.	9.2						
Assertive: <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						
Tempo: <i>The enjoyment of work that needs to be done quickly</i> Narrative: Andrew likes to work quite quickly.	7.7						

Traits to avoid <i>(in order of importance)</i>	Andrew's Score	Negative Impact <					
		Very strong	Strong	Substantial	Moderate	Slight	No impact
<p>Authoritarian: <i>The tendency to make decisions independently without sufficiently collaborating with others</i></p> <p>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 have a slightly negative impact on this behavioral competency.</p>	3.9						
<p>Avoids Communication: <i>The tendency to lack the combination of frankness and diplomacy</i></p> <p>Narrative: Andrew probably has no significant tendency to lack the combination of frankness and diplomacy. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Blunt: <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>Cautious: <i>The tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks</i></p> <p>Narrative: Andrew probably has no significant tendency to focus on the potential pitfalls of a plan or strategy without sufficiently taking risks. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Defensive: <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>Defers Decisions: <i>The tendency to emphasize collaborative decision-making without sufficiently accepting responsibility for making decisions</i></p> <p>Narrative: Andrew probably does not have a significant degree of deferring decisions. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Dogmatic: <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						

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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
Evasive: <i>The tendency to be tactful without being sufficiently direct</i> 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.	1.5						
Inconclusive: <i>The tendency to reflect on ideas without sufficiently coming to conclusions</i> Narrative: Andrew probably does not have a significant degree to be inconclusive when making decisions. This will probably NOT hinder this behavioral competency.	1.4						
Laser Logical: <i>The tendency to solve problems emphasizing analysis over intuition</i> Narrative: Andrew has only a very slight tendency to solve problems emphasizing analysis over intuition. This will probably NOT hinder this behavioral competency.	0.9						
Non-finishing: <i>The tendency to experiment with different things without sufficiently persisting in a single direction</i> Narrative: Andrew probably has no significant tendency to experiment with different things without sufficiently persisting in a single direction. This will probably NOT hinder this behavioral competency.	0.0						
Permissive: <i>The tendency to be warm and empathetic without sufficiently enforcing rules or holding others accountable</i> Narrative: Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his subordinates follow the rules or perform to their potential. This will probably have a negative impact on this behavioral competency.	6.8						
Precise But Slow: <i>The tendency to be exact or precise without being sufficiently productive</i> Narrative: Andrew probably does not have a significant degree of focusing on details to the extent of slowing productivity This will probably NOT hinder this behavioral competency.	0.0						
Rigidly Organized: <i>The tendency to be organized without sufficiently adapting to change</i> Narrative: Andrew probably does not have a significant degree of being rigid when organizing. This will probably NOT hinder this behavioral competency.	0.0						

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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>Self-critical: <i>The tendency to seek self-improvement without sufficiently being self-accepting</i></p> <p>Narrative: Andrew probably does not have a significant degree of self-criticalness. This will probably NOT hinder this behavioral competency.</p>	0.0						
<p>Self-sacrificing: <i>The tendency to respond to others' needs without sufficiently expressing one's own needs</i></p> <p>Narrative: Andrew probably has a tendency give up his own needs while trying to help others. As a result of giving up his own needs, Andrew may not be able to assert the needs of the company for which he is responsible. This will probably have a somewhat negative impact on this behavioral competency.</p>	5.0						
<p>Stubborn Persistence: <i>The tendency to be persistent without sufficiently trying different ways to overcome obstacles</i></p> <p>Narrative: Andrew has very little tendency to be persistent without sufficiently trying different ways to overcome obstacles. This will probably NOT hinder this behavioral competency.</p>	2.3						