



## Harrison Assessment System™

- Selecting/Hiring
- Coaching
- Succession Planning

## The Harrison Assessment System®

*Why do some people fail to 'fit in'... fail to perform up to potential... fail to live up to their resume (eligibility)?*

*Why does much of management/leadership or other soft skill training fail to 'stick'... why does it stay in the classroom and not transfer to the workplace?*

*Why do so many people with superior technical work capabilities have difficulties when dealing with others?*

You will find the answers to these questions and a solution in the utilization of the Harrison Assessment® System.

**The Harrison Assessment System provides people with a...**

- **Predictive (not prescriptive) assessment of their present and future performance tendencies.**
- **Method to personalize and apply management/leadership training.**
- **Framework for effective Self Management.**

Leading and managing people and performance is a constant interplay of behavior patterns between individuals. Thus... others change only to the degree *we* change! The leverage of leadership/management development is to take the approach of, "How can I *alter* and *change* the way I react to events and situations? Not to seek to learn how to change and alter the way others behave.

*The Harrison Assessment System\*TM) will create a platform for individual development and performance improvement that will impact success as a manager and leader as well as improve the fulfillment one gets from their life.*

**Self Management** is the *foundation* for personal and managerial development... and to understand ourselves effectively and make the kind of *changes* that will profoundly improve our personal performance and enrich the fulfillment in our lives, individuals need to look into a 'behavioral mirror.'

- Behavioral competencies (job Suitability factors) are difficult to assess without some form of assessment that provides **ACCURATE PREDICTION** of performance. With such a predictive approach one can do...
  - Self Analysis: Accurate look at personal tendencies and behavior patterns.
  - Self Reflection: What if I did (this behavior) differently? Would it make a difference in my job and in the lives of others? Would I have more personal fulfillment and satisfaction in my life?
  - Self Management: Altering the behavioral choices one makes to meet the conditions he or she faces.

Our behavior is like an ice berg... what is above the surface is what the individual and others both know about each other. However, the majority of our behavior 'patterns' are below the surface... scripts that are honed over the years... and unavailable for normal observation... and remain unknown to both parties. We need a method to look below the surface (to the root causes of the reactionary patterns of our own behavior) to do valid analysis, reflection, and self management.

One human learning issue is clear... *People Learn What They Need To Learn!* However, most do not have the knowledge or insight to determine what they need to learn about them selves. They have no behavior mirror to look into to begin the self development and self management process that leads to change and performance improvement.

With such knowledge and insight, training and development takes on a personal nature... one size fits all learning objectives become individualized for the participant... participants attend courses with a focus on building their strengths and eliminating the behaviors that compromise those strengths, and... learning's get transferred to the workplace due to the personal tie participants have to the material.

#### Organizational Benefits:

Gain leverage in a method that will ***ACCURATELY PREDICT...***

- Job Suitability (Behavioral competencies)
- Who to promote (increase transition success)
- Effective Influence (Leadership) skills for performance management...
  - Performance coaching
  - Interpersonal communications
- Tailor leadership and management training to the needs of the individual and the organization.
- Analyze team dynamics and the individual behaviors that influence team effectiveness.

# Identifying and Assessing Mission Critical Core Competencies

Mission Critical Performance requires a combination of two distinctly different types of core competencies, technical and behavioral. We call them Eligibility and Suitability.

**Eligibility determines if a person “can” do the job.** Generally eligibility consists of:

- Specific Skills
- Previous Work Experience
- Education
- Training

Technical competencies are far more easily measured than behavioral ones. They are more quantifiable and can generally be observed, tested and verified.

**Suitability determines if a person “will” do the job.** Each job must be analyzed to determine what requirements are needed in order for a person to be successful. Then each person must be assessed to determine if they possess the competencies required to succeed. Generally, suitability consists of the following behavioral competencies:

- Leadership and Decision-making Skills
- Interpersonal Skills
- Motivation and Initiative
- Attitudinal Requirements
- Personal Honesty, Values and Ethics
- Task preferences and Personal Interests
- Work Environment Preferences
- Personality Balance
- Culture and Organizational Compatibility

Behavioral competencies are far more difficult to assess without some form of assessment. To accurately predict suitability for a position requires a deep understanding of the human psyche and the specific traits (behavior) required for the position to achieve top-level performance. This means (at the very least) you must be able to accurately determine:

- What kind of choices a person will make in a variety of situations?
- How they view the world?
- What they enjoy and avoid?
- What will they accomplish or put off?
- What motivates them?
- How and why they make decisions?
- How will they communicate, influence, lead
- How well they can handle autonomy, freedom and responsibility?
- Will they take personal initiative?
- Will they persist when faced with obstacles?
- How innovative will they be when confronted with difficult challenges?
- Will they take feedback?
- Will they become autocratic, dogmatic, dictatorial or controlling?
- Will they resist change and/or be rigid?
- Will they be blunt or harsh in their communications?
- Are they easily influenced, blindly optimistic, impulsive and illogical?
- Will they avoid difficult decisions?
- Will they organize and handle details?
- Are they scattered or chaotic in their approach to projects or planning?
- Will they seek to learn, grow and excel?
- Are they self-serving or self-critical?
- What kind of recognition do they need?
- As a leader will they provide direction?
- Can they enforce policy and standards?
- How do they handle conflicts?
- Will they exceed their objectives?
- Will they earn what they are paid?

Under the most scientific set of conditions this is no easy task. Week long assessment centers have been constructed to answer these questions. Complete batteries of tests and days of interviews (even team, group behavioral interviewing) are conducted to get to these ‘difficult to quantify’ behaviors. However, the result of most all of these methods has proven to have limited success.

# Assessing the Competencies required for the job

Determining the requirements of a specific position is as important as assessing the person. You must accurately assess the job in order to have any degree of real success in identifying and determining if a person will be a top, medium or low performer. The required traits for a job must be analyzed as carefully as those for the person. There are absolutely essential traits required for specific jobs, as well as specific traits that must be avoided at all costs. Determining these essential, desirable and 'traits to avoid' is critical to achieving job suitability.

There are about 130 traits to select from within the **Harrison Assessment System®** (HI) software system to determine the behavioral requirements for a position. The HI system employees this wide array of traits in order to be able to pinpoint only those traits that actually correlate to success for any given position. They can vary greatly in management jobs, while others are more applicable for sales, customer service, administration, clerical, production, and semi-skilled jobs, etc. Below is a sample of how you go about determining whether a trait is 'essential', 'desirable' or one to be 'avoided at all costs' for a specific position.

## Analyzes Pitfalls (a typical behavioral trait)

Analyzes pitfalls indicates the degree a person tends to scrutinize potential difficulties related to a plan or strategy. A high score indicates the person tends to scrutinize potential difficulties and a low score indicates the person does not. Analyzes pitfalls should only be used in a template for management positions or positions that require strategic decision-making or thinking.

Assuming an 8 hour day, how many hours each day does the job require strategic decisions?

5\_\_ 2\_\_  
4\_\_ 1\_\_  
3\_\_ 0\_\_

How important is it to be able to identify the potential pitfalls of a plan or strategy?

8\_\_ Extremely Essential 3\_\_ Moderately Important  
7\_\_ Very Essential 2\_\_ Somewhat Important  
6\_\_ Essential 1\_\_ A Little Important  
5\_\_ Very Important 0\_\_ Not Important

## Continuous Validation is Possible Using a Performance Measurement System

A performance measurement system should be used to rank high, medium and low performers within a position. Once you know who has succeeded or failed in a position (and why), you can match their traits to the identified requirements for the position. This validation process increases the accuracy of the job assessment and indicates which traits should be 'weighted' most heavily.

Lack of suitability can contribute to every negative employee condition imaginable, even in the best of work environments. It results in turnover, customer dissatisfaction and loss of business opportunities. The impact of a high or low suitable manager is amplified. Clearly, suitability is the foundation for success in most every work-related position.

When suitability is high, production, teamwork, communications and alignment generally reach the highest levels of satisfaction. Suitability is a powerful force. It contributes heavily to the accomplishment of organizational goals and strategies. It is at the very core of organizational excellence.

***Excellence all begins with having the right person in the right job.  
Everything else flows from there.***

## Predictive Accuracy, Validity and Values

**Predictive Accuracy:** The Harrison Assessment System® (HI) integrates six key suitability assessments into one result. This breakthrough technology achieves a much greater ability to predict job success than other available assessment instruments. Ongoing research studies consistently reveals 85% accuracy being attained in predicting performance of individuals, when properly administered. When combined with eligibility testing and behavioral interviews the reliability is above 90%.

The Harrison Assessment System® integrates six tests in order to attain this level of prediction:

1. Values Inventory
2. Interest Inventory
3. Task Preferences Inventory
4. Personal Honesty Assessment
5. Work Environment Preferences
6. Personality/Motivation Assessment

**Validity:** HI performs over 200,000 calculations and cross-references each choice a person makes. It ultimately measures up to 200 traits and matches them against the behavioral requirements of specific positions. Over 15 validation studies have been conducted within companies and a major university has been engaged to conduct a comprehensive validation study.

**Lie Detection:** HI includes the most sophisticated lie detection methodology available. It has four levels of security against a person trying to fool the assessment. The computer cross-referencing reveals even the slightest attempt to deceive the assessment. The way the questionnaire is designed makes it virtually impossible to see through.

**Focus on Bottom line Results, Legality and Litigation:** Assessment System was designed for job selection and has comprehensively validated job person templates built into its software. This factor results in its breakthrough job suitability **predictive accuracy**. Its validation studies are based on high, medium and low performers within organizations. HI did not use sample groups of college students or previously ‘validated’ personality tests. HI is a decision making tool used to predict job success and develop team, leadership, communications and decision-making effectiveness.

**Client Objectives:** The HI is used by companies to improve selection, promotion, retention, production, innovation, motivation and employee satisfaction. Its clients focus on productivity, quality, safety, integrity, honesty, reliability and profitability. HI increases the effectiveness of performance measures and the implementation of balanced scorecards for compensation and promotion of corporate values.

**Comprehensive, Complete, Consistent Reports** provide deep insight into why a person has been or will be effective or not in a variety of situations. It reveals deeply rooted ‘causal’ reasons for performance difficulties. HI reveals a person’s true talents and competencies. It pinpoints the development needed to achieve personal satisfaction, meaning and job performance.

## How does the Harrison Assessment System® Differentiate Itself?

The Harrison Assessment System differs from general personality tests because it is strictly focused on work performance factors. It was developed from the ground up to predict job success. Therefore it focuses on mission critical abilities and core competencies such as communications, decision making, creativity, interpersonal skills, leadership, team effectiveness, support, motivation, self worth, organizational skills and how one deals with power, authority and autonomy.

**Structure of Questionnaire:** The fundamental basis for Assessment System's ability to reveal deeply rooted insights into behavior comes from the structure of the questionnaire and the theory upon which each question is based. First, HI differs in how the data is gathered. Most personality and individual assessment tests are based on bi-polar scales (either/or) type of questions. In other words you have to be either one way or another. HI reveals balances and imbalances instead of the 'typecasting' that comes from bi-polar methods.

In bi-polar tests you are considered *either diplomatic or frank* in your communications. HI has proven this to be an erroneous assumption. A person is both. A typical bi-polar question would ask how you tend to be, i.e.:

**A. Are you seen by your peers as being more frank or diplomatic?**

**Frank**

1.

2.

**Diplomatic**

3.

4.

HI does not ask such questions. First this type of questioning is easily "fakeable". But most importantly HI's questionnaire is constructed in such a way that it reveals the degree to which you are both traits. HI has discovered that it is the combination of traits that reveals how effective a communicator, decision-maker, leader, etc. a person is. (See the section on Paradox Theory)

**Number of Traits Required to Predict Performance:** Most personality tests measure only 10-20 traits. They are 'descriptive in nature' and often typecast the recipient. They were not designed to predict job success. HI measures 200 traits in order to isolate those traits required for specific jobs, tasks or activities. It is 'predictive in nature.' The 200 traits are cross-reference in order to identify a person's strongest competencies, as well as, the rigid imbalances that hinder their performance.

Compare and contrast the HI questions carefully against all other tests that you are familiar with or use. You will appreciate the real difference in how the information is gathered and used to reveal predictive job performance behaviors.

**The Theory Behind the Harrison Assessment System:** The single greatest differentiating factor of the HI is its basis of **Enjoyment/Performance and Paradox Theory**. This comprehensive view of the underlying structure that 'causes' human performance provides a way for an individual to consciously improve their performance.

# How and Why the Harrison Assessment System® Works

The Harrison Assessment System® can accurately predict performance because it is based on the underlying structure that determines an individual's behavior. Just as the shape of the land determines the flow of water, structure determines behavior. The underlying structure that determines how an individual is going to perform in a work environment (with a high degree of predictability) is based on a combination of two theories:

1. **Enjoyment - Performance Theory**
2. **Paradox Theory**

## The Enjoyment - Performance Theory

The **Enjoyment - Performance Theory** states that an individual will perform more effectively in a job when they:

1. Enjoy the majority of the required tasks and activities,
2. Have a personal interest in the work and
3. Are in a work environment that matches their personal preferences.

When these conditions exist, a person will tend to: 1. Do it more often (and enthusiastically), 2. Become better at it (even study it), 3. Generally receive positive feedback and 4. Do it more often. This cycle positively affects productivity, retention and levels of achievement.



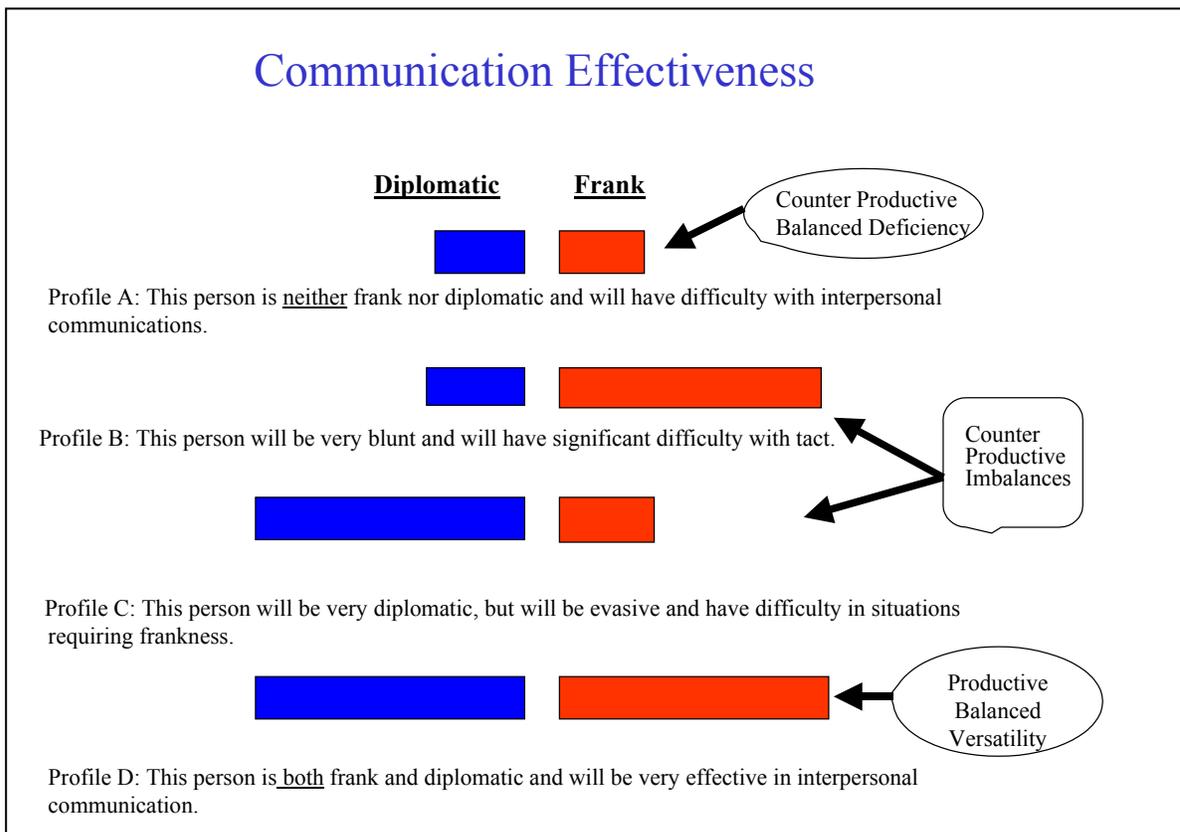
Conversely, when a person dislikes required activities, 1. They avoid or put it off, 2. They don't improve, 3. They receive negative feedback and 4. Performance and enjoyment are linked together into a vicious cycle.



# Paradox Theory

According to Paradox Theory, our lives involve dealing with a series of paradoxes. Each paradox is a relationship between two categories of traits: “Gentle” and “Dynamic.” If our range of behavior is able to extend to both the Gentle and Dynamic aspects of the paradox, we will have an exceptional capability and means of fulfillment related to that aspect of our lives. This is called balanced versatility. If our range of behavior extends only to the Dynamic aspect of a paradox, it is called “aggressive imbalance.” If our range of behavior extends only to the Gentle aspect of a paradox, it is called “passive imbalance.” In either case, our behavior will have some counter-productive tendencies and we will experience lesser fulfillment. If our range of behavior extends to neither aspect of a paradox, it is called “balanced deficiency”. In that case, we will also have some counter-productive tendencies and/or lack of fulfillment.

We have identified 14 paradoxical choices that can be applied to specific traits and personal/organizational effectiveness. For example *Frank and Diplomatic* is a pair of traits that determine communication effectiveness. A person who is both frank and diplomatic is an effective communicator. Conversely a person can be counter-productive in their communications when they are strong in one trait and lacking in the other ---- or deficient in both. (See Below)



# The Impact of Paradoxical Balances and Imbalances

By analyzing over 200,000 comparisons the Harrison Assessment System® software is able to isolate how a person's paradoxical choices are going to affect their performance in a variety of positions.

The paradoxes listed below have the greatest effect on organizational dynamics. They strongly influence a persons ability to lead, manage, sell, service customers, communicate, strategize, manage and deal with change, solve problems, make decisions, build teams, work together, and accomplish goals, etc. Having this kind of information when choosing between candidates for a position or promotion can determine the success of mission critical projects, executing strategic plans, forming winning teams and determining an organization's values and culture.

Without this knowledge about people, the ability to utilize human capital is limited. Equally, with this knowledge a person having any one of these imbalances can learn, grow and develop him/herself with laser sharp precision. Executives, managers, team leaders, coaches, mentors and corporate trainers can increase their effectiveness by delegating, presenting material and tailoring learning approaches to each individual.

PARADOXIAL CHOICES	STRONG IN ONE TRAIT WEAK IN THE OTHER
1. Certain &/or Open/Reflective	Dogmatic or easily influenced
2. Optimistic &/or Analyzes Pitfalls	Blindly optimistic or skeptical
3. Risking &/or Analyzes Pitfalls	Impulsive or overly cautious
4. Analytical &/or Intuitive	Narrowly logical or illogical
5. Authoritative &/or Collaborative	Authoritarian or defers decision
6. Persistent &/or Experimenter	Stubborn or non-finisher
7. Frank &/or Diplomatic	Blunt or evasive
8. Assertive &/or Helpful	Dominating or self-sacrificing
9. Self-Motivated &/or Stress Management	Workaholic or tranquil lethargy
10. Self-Acceptance &/or Self-Improvement	Defensive or self-critical
11. Organized &/or Flexible	Rigidly organized or chaotic
12. Warmth/Empathy &/or Enforcing	Permissive or Harsh