


HARRISON ASSESSMENTS

## Harrison Assessments For Hiring, On-boarding & Development

Utica National Insurance Group



September 15th, 2015

Leslie Rose McDonald

www.harrisonassessments.com

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HARRISON ASSESSMENTS

### FACTS TO CONSIDER:

- The Economist calls unsuccessful hiring "the single biggest problem in business today."
- The use of validated assessments by organizations has doubled from 30-40% just 5 years ago to up to 70% today (Bersin)

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Research has shown that turnover or replacing an unsuitable hire costs 1-2 X employee's annual salary

- \$30k employee → \$
- \$50k employee → \$\$
- \$80k employee → \$\$\$
- \$120k employee → \$\$\$\$

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**HARRISON ASSESSMENTS** COMPANY OVERVIEW 

*Harrison Assessments was founded in 1990 with a single vision to help individuals and companies to select and develop top talent.*

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**HARRISON ASSESSMENTS** 



Dan Harrison Ph.D.  
Founder & CEO

- ▶ Dan Harrison, Ph. D, 30+ years of experience
- ▶ Background
  - ▶ Mathematics
  - ▶ Personality Theory
  - ▶ Counseling Psychology
  - ▶ Human Potential Psychology
  - ▶ Organizational Psychology
- ▶ Creator and developer of the Harrison methodologies including Paradox Technology™

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**HARRISON ASSESSMENTS** 

Brief Introductory Video:

<https://youtube/0J1qzWPDFCk>

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**HARRISON ASSESSMENTS** *Our Relationship with Harrison Assessments* 

**Pathfinders has been affiliated with Harrison Assessments since 1994**

- ▶ Every day use in all our practice areas
- ▶ Advanced Applications (such as CEO compatibility & customized templates)
- ▶ Master Distributor of systems in US & Canada
- ▶ Advanced Certified Trainer
- ▶ Annual meetings & training with Dan
- ▶ Strong relationships and ready access to key players



Dan Harrison - Founder & CEO

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**HARRISON ASSESSMENTS** **Why Harrison Assessments ?** 

- 175 traits and trait combinations
- 6500 researched Job Success Formulas
- Differentiates high from low performers
- Questionnaire construction prevents manipulation
- Paradox Theory offers depth of insight
- High Validity & Reliability
- Continual upgrades, solutions & research

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**HARRISON ASSESSMENTS** 

- ▶ 2 million+ users
- ▶ 33 languages
- ▶ 24+ years of research
- ▶ 30 countries
- ▶ 6500+ Job Success Formulas



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**Worldwide Customers**

HA helps some of the most successful companies in the world recruit and develop their employees

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**ISO 10667**

Assessment service delivery

Procedures and methods to assess people in work and organizational settings

**Harrison Assessments is ISO 10667 compliant.**

ISO 10667 presents an evidence-based, measurable perspective of the assessment service delivery process that has world-wide applicability. It will enable organizations to become more effective users of assessment, making better hiring decisions and enhancing the potential, well-being and employee-organization fit of all their employees.

ISO 10667 requires all assessments to be job related.

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**Brandon Hall Awards Harrison Assessment**

Brandon Hall Group  
Human Capital Management industry analyst

**Best Advance in Succession Management  
Technology and Tools**

**Best Advance in Candidate Assessments Technology**

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**HARRISON ASSESSMENTS** AMPHIBIOUS SYSTEMS

### Organizational Applications

- ✓ Pre-screening Candidates
- ✓ Interview Planning / Team-based Hiring
- ✓ New Employee On-boarding
- ✓ Enhancement to New Horizons
- ✓ Relocating Partner / Spouse
- ✓ Succession Planning
- ✓ Merger / Acquisition Integration
- ✓ Re-organizations
- ✓ Role re-assignment ("Inplacement")
- ✓ Career Transition / Outplacement
- ✓ Performance Enhancement & Executive Coaching
- ✓ Leadership Development
- ✓ Employee Development Programs
- ✓ High Potential / Emerging Leader Development
- ✓ Team Building: Dyads, Triads, Groups
- ✓ Conflict Resolution / Mediation
- ✓ Identification of Developmental Areas
- ✓ Mentoring Programs

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**HARRISON ASSESSMENTS** AMPHIBIOUS SYSTEMS

### Overview of Talent Solutions

The diagram illustrates the Job Success Formula, centered on an 'Ideal Performance Benchmark'. It is supported by three main pillars: Recruitment, Employee Development, and Organizational Development. Recruitment includes processes like Career Planning, Induction (On-boarding), Online Pre-assessment, Candidate Interviewing, Eligibility & Suitability Assessment, Applicant Tracking, and Performance Management. Employee Development includes Leadership Effectiveness, Work Satisfaction Retention, and Performance Coaching. Organizational Development includes Company Values, Core Competencies, and Benchmarking. Cultural Analysis is also shown as a supporting element.

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**HARRISON ASSESSMENTS** AMPHIBIOUS SYSTEMS

### Enjoyment Performance Theory

The Enjoyment Performance Theory is depicted as a clockwise cycle:
 

- Enjoy Activity** (top): If you enjoy an activity, you tend to do it more.
- Do it More** (right): By doing it more, you tend to learn and improve the related skills.
- Learn More - Improve Skills** (bottom): As a result, you tend to gain recognition (including self-recognition) which helps you to enjoy the activity more.
- Receive Recognition** (left): This recognition feeds back into the 'Enjoy Activity' stage.

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**Enjoyment Performance Theory**

*Don't Enjoy Activity*

Negative Feedback

Avoid the Activity

Fail to Learn or Improve Skills

If you dislike an activity, you tend to avoid it.

Thus, you fail to learn and improve the related skills.

You may illicit negative feedback as a result (or self-criticism) which contributes to disliking the activity more.

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**Paradox Technology™**

- HA is the only assessment that harnesses the power of Paradox.
- Individuals who have paradoxical "balance" are more than 3 times more likely to succeed.
- Many other assessments use traditional bi-polar ("either / or") scales which sacrifice important insights.

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**ELIGIBILITY SUITABILITY**

Experience, Training & Education

Behavioral Tendencies

**Eligibility**  
CAN the person perform?

**Suitability**  
WILL the person perform?

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**HARRISON ASSESSMENTS** What is a Job Success Formula (JSF)?

A JSF is a comprehensive measurement formula that predicts job success and has the following:

- Includes *all* factors and *only* factors that relate to job success
- A series of questions designed to determine the applicant's or employee's level related to each factor.
- A scoring formula based on the importance of each factor that provides an overall score for easy interpretation.

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**HARRISON ASSESSMENTS** Job Success Formulas

Job templates are JSF's called Job Success Formulas because they include all the factors related to job success.

There are now 6500+ Job Success Formulas. This breadth of JSF options makes predicting success more accurate.

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**HARRISON ASSESSMENTS** Smart Questionnaire™

- Measures job-specific success factors with highly accurate results.
- Prevents and detects deception using multiple psychological methodologies.
- Provides the equivalent of a full day of testing in 30 minutes or less

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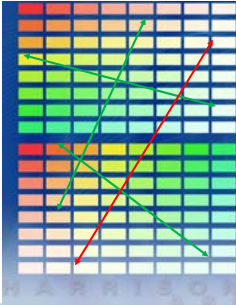
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**HARRISON ASSESSMENTS** **Consistency Cross-Referencing**

Tens of thousands of cross-references identify contradictory rankings. Even slight contradictions are located and identified with 99% accuracy.

This method combined with forced ranking and paradoxical analysis produce the strongest test reliability in the industry.

Typical behavioral assessment has lie detection that is less than 10% effective.



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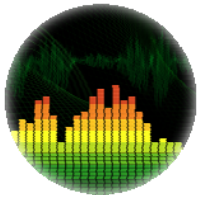
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**HARRISON ASSESSMENTS** **The Consistency Score**

The consistency score is shown in both percentage and raw score. The percentages range from 0-100, whereas the raw consistency score ranges from -450 to 100.

- 100% consistency (100 raw score)**
- 90% consistency (50 raw score)**  
This is the suggested minimum for a management level when reports are used for recruitment.
- 80% consistency (0 raw score)**  
This is the minimum consistency for lower level jobs when reports are used for recruitment. It is also the recommended minimum consistency for employee development.
- Below 80% - questionnaire should be repeated**
- 0% consistency (- 450 raw score)**  
This indicates the results entered were completely random and there was not attempt to genuinely complete the questionnaire.



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**HARRISON ASSESSMENTS** **Reasons for Low Consistency**

- **Intention to deceive or provide the "expected" answer**
- **Lack of concentration (or personal crisis)**
- **Completion of the questionnaire too quickly or carelessly**
- **Poor literacy (perhaps English as second language) reflected in being unable to understand the questionnaire**



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**HARRISON ASSESSMENTS** **HA Integrates all Assessment Results**

Job Success Formulas define the entire process of recruitment starting with the pre-assessment of eligibility and suitability. It then incorporates the results of the interview and any additional assessments that are used. The overall score enables you to make effective employment decisions based on a Job Success Formula.

**Eligibility**  
 Certifications  
 Specific job skills  
 Educational levels  
 Educational subjects  
 Education  
 Additional  
 Specific types of experience  
 Specific amounts of experience

**Suitability**  
 Interests  
 Work preferences  
 Work values  
 Interpersonal skills  
 Activities  
 Motivations

**Interview**  
 Confirm eligibility  
 Assess suitability via separate questions

**Third-party Assessment**  
 Skills tests, I.Q. tests, Numerical reasoning, Industry knowledge

**Overall Score**  
 The overall score enables you to integrate all test results into an overall assessment score that can include eligibility assessment, suitability assessment, interview results and third party test results. This is essential to achieve a consistent overall interpretation of test results.

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**HARRISON ASSESSMENTS** **Predictive Accuracy**

HA doesn't just predict suitability with accuracy, it now accurately predicts job success. Accuracy levels in the chart below are based upon world-wide research related to the ability of different approaches to predict high, medium or low performance.

100%	<b>Perfect predictability</b>	HATS recruitment system provides a comprehensive measurement of eligibility and suitability resulting in far greater levels of accuracy.
70%		HA Suitability alone increases accuracy due to being comprehensive but it may be limited because eligibility is not effectively measured and combined.
50%		Structured interviews provide better estimates of eligibility but still don't provide high levels of accuracy.
33%	<b>No predictability (a random guess)</b>	Unstructured interviews are only slightly better than a guess.

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**HARRISON ASSESSMENTS**

**Creates an objective, even "playing field"**

**between and among**

**internal and external candidates**

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**Key Reminders for  
Harrison Assessments  
when Hiring and On-boarding**

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**This assessment measures  
preferences, not capabilities.**

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**Successful people may have adapted  
out of their preference because  
it was required of them.**

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**Never** make a hiring decision based on suitability alone.

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**Recommended weights in hiring:**

- 1/3: Eligibility (credentials)
- 1/3: Structured Behavioral Interview
- 1/3: Suitability Assessment for job & cultural fit

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**Never** make a firing decision based on the assessment.

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**Consistency score is unrelated to “grades” as we know them.**

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**Please do not call this a “test”.  
Call it a “work preferences questionnaire”.**

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**When hiring, be sure to read the narrative trait descriptions on Job Success Analysis of your candidates.**

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HARRISON ASSESSMENTS

ONBOARDING CENTER

**On-boarding reports available:**

- Your Greatest Strengths
- Career Development Report
- How to Manage, Develop & Retain
- Engagement & Retention Analysis

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ONBOARDING CENTER

**Thank you!**

We invite your  
Questions and Comments...

[www.TrustedCoach.com](http://www.TrustedCoach.com) | 315-453-7608 | [LeslieRose@TrustedCoach.com](mailto:LeslieRose@TrustedCoach.com)

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