



Harrison Assessments Sample Reports *for Onboarding*

- How to Manage, Develop & Retain Report *
Enables employee's manager to better utilize strengths, neutralize weaknesses and develop a long term positive relationship through awareness and dialogue
- Engagement and Retention Analysis *
Analyzes how to increase engagement through understanding employee expectations and related organizational behaviors
- Your Greatest Strengths Report **
Describes unique strengths and abilities which enables one to be more versatile and to respond more effectively to a variety of different situations in work or in life.
- Career Development Report **
Requires no interpretation. Can be used as stand-alone information or as discussion guide with a manager.

(* For the hiring manager of new employee)

(** For the new employee)

This report enables Leslie's manager to better utilize her 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.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Leslie's consistency score is 100 which indicates that Leslie is 100% consistent in answering the questionnaire. This indicates a high likelihood that Leslie was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Essential Factors to Consider

- Leslie is likely to be very good at brainstorming. By engaging Leslie's ideas in formal or informal brainstorming, you will motivate her while at the same time generating some good ideas.
- Leslie greatly enjoys trying new things and frequently experiments with new ideas. Allowing her to try new projects or experiment with different approaches could be an excellent means of motivating or rewarding her.
- Provide Leslie with many opportunities to express her views and to influence others. Listen carefully, thank her for the ideas, and respond accordingly. Leslie is likely to continue to push her views until she gets her way and therefore, you may need to be firm if you elect not to go along with Leslie's ideas.
- Leslie has a very strong desire to be helpful.
- Provide opportunities to help others in order to motivate or reward her.
- Leslie has a very strong desire to have employment that she perceives to be of benefit to society. If possible, offer her projects that she would perceive to produce a result that is helpful to society.

Important Factors to Consider

- Leslie's outlook is very optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Leslie very much enjoys opportunities to take initiative. To motivate or reward her, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Leslie may look for work elsewhere. Provide clear guidelines and examples of the type of initiative she is authorized to take. If Leslie has strong eligibility for this position, her initiatives are likely to be appropriate. However, if Leslie's experience and skills are in a developmental stage, you will need to monitor that she stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- Leslie is very enthusiastic about her goals.
- If Leslie is performing well, provide her with opportunities for greater autonomy.
- Ask Leslie about her goals. Try to gain a complete understanding of each of Leslie's major goals and acknowledge each major goal. Then discuss how Leslie's goals could be achieved in this position.
- Leslie probably has a strong tendency to be permissive. Leslie may have difficulty insisting her staff follow the rules or perform to their potential. Check into this possibility and if necessary support Leslie to be more enforcing.

Other Possible Factors to Consider

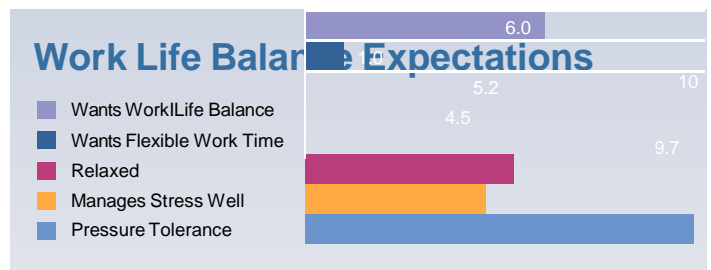
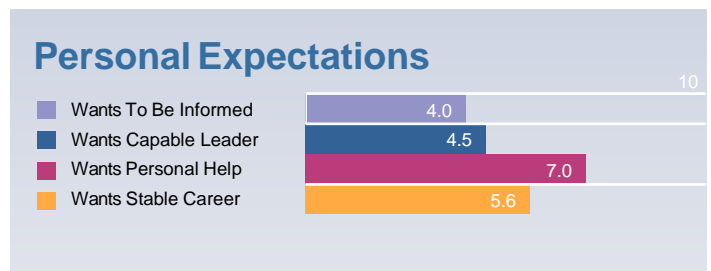
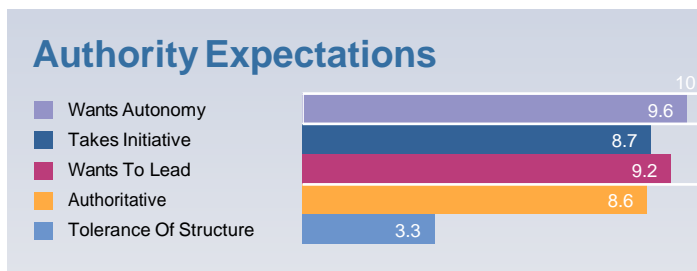
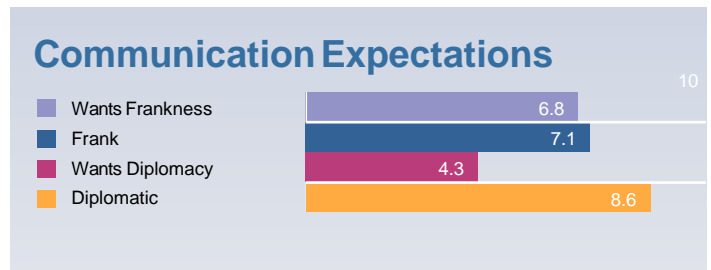
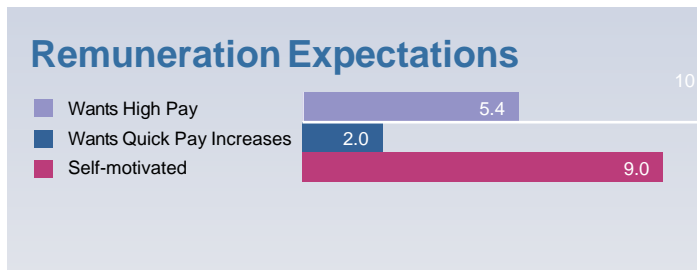
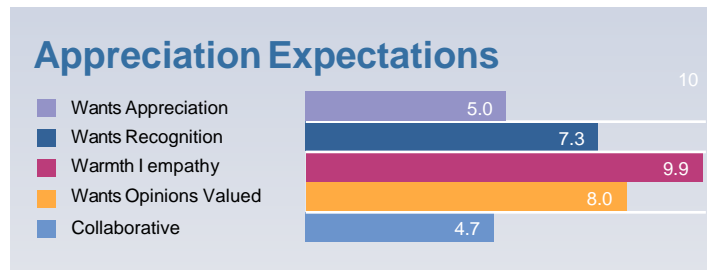
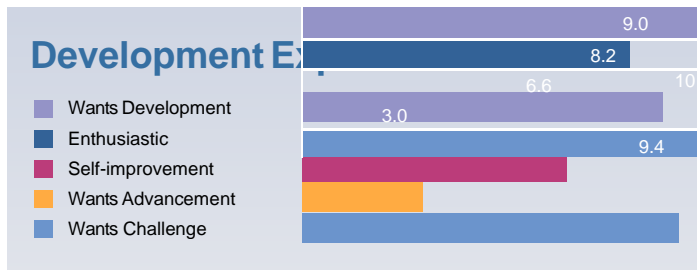
- Wherever possible, provide Leslie with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Leslie's work, it could become a distraction.
- Leslie likes to have decision-making authority and is willing to accept responsibility. To motivate or reward Leslie, offer her opportunities for more responsibilities. If you wish to retain her, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Leslie's skills and experience are sufficiently developed for each stage of increased authority.
- Leslie is motivated by opportunities for collaboration. You can also reward her with such opportunities.
- Leslie does not care much about having a capable leader and thus it is probably not essential to closely match her with a supervisor.

Other Possible Factors to Consider

- Leslie prefers tasks or projects that are moderately challenging. To manage her well, you will need to provide 'incremental' challenges. Rather than overwhelming Leslie with projects that are too difficult, outline steps that are somewhat challenging.
- Leslie may sometimes want recognition, but in general does not care much about it.
- Leslie is motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Leslie's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and she has the experience and skills that are required.
- Leslie is likely to be reasonably mindful when it comes to making strategic decisions.

This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

The questionnaire includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Your consistency score is 96 which indicates that you were 99.2% consistent in answering the questionnaire. This indicates a high likelihood that you were truthful, accurately self-aware, and able to concentrate on the questionnaire.



Development Expectations

This section analyzes employee expectations for development opportunities, highlights related organizational behavior, and provides guidelines for managing career development expectations.

Development Expectations includes the following traits:

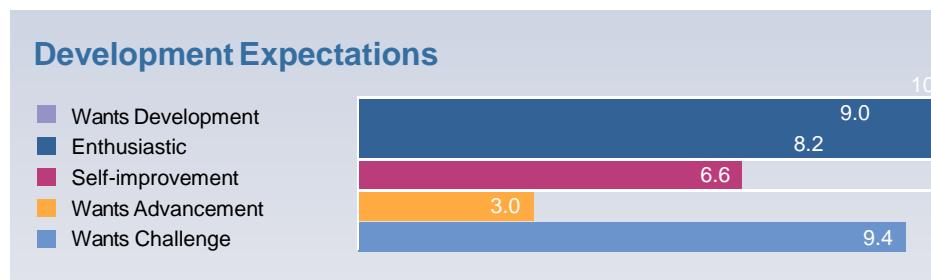
Wants Development: The desire to have work opportunities to learn new skills or increase abilities

Enthusiastic: The tendency to be eager and excited toward one's own goals

Self-improvement: The tendency to attempt to develop or better oneself

Wants Advancement: The desire to have work opportunities to expand one's career or responsibilities

Wants Challenge: The willingness to attempt difficult tasks or goals



Andrew considers career development to be very important and thus, it is very important to provide development opportunities. Andrew has a strong tendency to be clear about goals. Thus, he will probably have career development goals in mind. Discuss those goals to obtain a clear understanding before suggesting or creating a development plan.

Andrew considers self-improvement to be reasonably important and may be reasonably willing to develop new competencies related to career development.

Andrew considers career advancement to be unimportant and thus, it is unimportant to provide information about advancement opportunities that are available and what is required to achieve them. Andrew is very willing to pursue difficult challenges related to career advancement. If advancement is considered, he will probably embrace any challenges related to advancement.

Note: This example is one of 8 expanded reports that offer detailed explanation of each expectation category introduced on the overview, on the previous page.

The Harrison system has a unique way of identifying your special strengths. It measures 175 traits and identifies your highest priorities and values - where you invest yourself and what you love doing the most. When you are able to use these key strengths, your career is more fulfilling and more successful.

Some of the strengths described are paradoxical pairs of traits where two strengths seem to be opposite or contradictory, but in fact are complementary or synergistic. Paradoxical strengths describe a unique ability which enables you to be more versatile and to respond more effectively to a variety of different situations in your life or in your work. For example, frankness and diplomacy reflects a paradoxical pair of traits. While the two traits appear to be opposite, they are actually complementary. If you are both frank and diplomatic, you communicate truthfully and respectfully. This unique ability enables you to build relationships while at the same time getting things done.

If you are currently a job seeker, being able to clearly verbalize your strengths can help you to get the job you are seeking. Consequently, we recommend that you reflect on the strengths below as well as your achievements that were the result of applying these strengths. This will enable employers to better understand how your unique strengths can create value for their organization.

If you are currently employed, look for ways you can further apply these strengths in your current job. The more you can apply your strengths the more likely you will achieve personal satisfaction and career success.

If you spend effort building on your strengths, it is much more likely to help your career than if you focus on your weaknesses. Strengths relate to enjoyable patterns of thought and behavior which can be productively applied. These are refined with practice and combined with skills and knowledge that you acquire. Consequently, these strengths are the most powerful means you have of moving your career forward.

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Disclaimer: This report is based on more than 20 years of research and applied application in more than 60 countries. Although the algorithms that derive the information have proven to be accurate, every statement is not necessarily correct. Harrison Assessments Int'l, and its associated companies do NOT accept any liability of any kind including negligence related to the accuracy or the use of this information.

Looking for Win-win Solutions

You tend to be extremely helpful and conscious of others' needs.

By being extremely helpful, you tend to establish good working relationships with your co-workers.

You very much want your work to provide a meaningful contribution to the world. When there is alignment with your organization's objectives, you will feel strong loyalty and motivation. Your benevolent intentions are very likely to inspire others.

Building Affinity And Accountability

You tend to frequently express warmth and empathy.

You are outgoing and enjoy meeting and interacting with people. This can put others at ease and provide you with opportunities for networking that can benefit your career.

Building Affinity And Accountability

You greatly enjoy persuading others toward your viewpoint. This can be very useful for selling your ideas or managing others.

Making Thoughtful Conclusions

You greatly enjoy reflecting on different ideas and opinions and you are probably extremely open-minded. You are likely to be very good at brainstorming.

You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain about your ideas, you nearly always consider many different ideas before coming to a conclusion. As a result, your conclusions tend to be extremely thoughtful and well considered.

Achieving Innovation

You love to try new things and tend to do a great deal of experimenting with new ways of doing things.

You are likely to produce original ideas. Your moderate level of persistence combined with your extremely high level of willingness to try new things enables you to be inventive. Your creativity can be extremely useful when starting in a new direction, taking on a new project, or doing something that has not been done before. You tend to be on the cutting edge of discovery.

Striving for Achievement

You can work very well on your own without much supervision.

You have a very clear idea about what you want and you are very motivated by a job that helps you to achieve those goals.

Being Adaptive And Organized

Your tendency to be reasonably organized enables you to create order in most situations. Your tendency to be extremely flexible enables you to create structure and order that is easily adaptable to change. When circumstances change, you rapidly adjust to meet the new requirements by creating a different order. As a result you are usually able to be effective in organizing. Such fluid orderliness supports others to work efficiently without feeling confined or restricted.

Keeping A Positive Outlook

You tend to be very optimistic and cheerful. Your positive attitude will be very beneficial when dealing with your co-workers or clients.

Your very positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your tendency to analyze potential problems provides insight into things that could hinder your success. Being both optimistic and mindful helps you to have a reasonably clear and balanced view of situations and strategies. You tend to visualize a positive future while being reasonably mindful of obstacles.

Communicating Considerately And Truthfully

You have a special ability to be direct and straightforward while at the same time being tactful. You can be either diplomatic or frank as the situation requires. Your high level of frankness combined with your very high level of

Communicating Considerately And Truthfully

diplomacy helps you to resolve most misunderstandings and maintain positive working relationships. Your authentic and respectful approach to communicating fosters better working relationships.

Logically Solving Problems

Even though you tend to be very intuitive, you also usually tend to be logical. As a result, you are probably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This gives you a very good insight into situations and problems.

Engaging In Participative Management

You enjoy collaboration and are quite willing to collaborate with others with regard to important decisions.

Your willingness to accept decision-making authority combined with your tendency to collaborate enables you to be very good at generating participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement which leads to better implementation.

You are willing to undertake leadership responsibility.

Welcome to the Harrison Career Guide! The Harrison Career Guide is a valuable tool for starting, changing, or developing your career. It measures 175 factors including your task preferences, motivations, work environment preferences, interests, and interpersonal preferences.

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Your Task Preferences

The following are tasks you find enjoyable. It would be beneficial to have a career that involves doing most of these tasks (listed in order of importance):

- Doing something that helps others or society
- Influencing others
- Thinking about and trying new ways to do things
- Making presentations to groups
- Meeting and interacting with new people
- Teaching

The following are tasks you tend to dislike. It would be beneficial if your career involves doing little of these tasks (listed according to greatest dislike first):

- Fixing or repairing something
- Doing tasks that need to be done precisely
- Building or making something
- Driving a vehicle
- Doing physical work

Your Interests

The following are interests that are important to you. It could be beneficial to incorporate some of these interests into your career:

- Food
- Finance or Business
- Travel
- Writing or Language

The following are areas in which you lack interest. It would be beneficial to avoid these areas as central aspects of your career:

- Sports

Your Interests

- Electronics
- Plants

Your Preferred Work Environment

You need to avoid a position that requires sitting for long periods with no opportunity to get up and move around.

You need to avoid a position that requires standing for long periods.

You need to avoid a position that involves a great deal of repetitive and monotonous tasks.

You need to avoid a position that involves working with the general public.

You will work best in a quiet working environment.

Your Interpersonal Skills

Generally, you have a very optimistic and positive attitude. This will support your career development. However, you may also be experiencing some tension related to work. However, you are moderately able to deal with stress when it occurs.

You would work best in a career that involves a lot of interaction with people. You are forthright or frank. You are very capable of being tactful. Your ability to be tactful and direct at the same time enables you to maintain good communication in your working relationships. This should help your career and enable you to work more effectively with others. You are moderately able to put forward your own needs. You are extremely helpful and conscious of others' needs. This is reasonably balanced and will help you to have positive interactions with others. You are reasonably self-accepting. You tend to be tolerant of people who are blunt. You are outgoing. Thus you would enjoy a career that involves meeting new people. You enjoy trying to influence others. You are extremely empathetic and warm, however you may at times become overly emotional. Your warm-heartedness will enable you to influence others more successfully.

Overall, your interpersonal skills are good and these skills will be an asset in your career.

Your Motivation

You are self-motivated and you will probably succeed in you career; especially if you choose a career you enjoy. You take a great deal of initiative. You prefer moderately challenging work, and you are very clear and enthusiastic about your goals. You want a great deal of autonomy in your work.

You are highly motivated by (listed in the general order of importance):

- A chance to have authority for making decisions
- A chance to take initiative
- An opportunity to do something worthwhile for society
- An opportunity to be in a leadership position
- An opportunity to achieve your goals

Your Motivation

You will probably be demotivated by (listed in the general order of importance):

- Having to work closely with a supervisor
- Goals unrelated to your own

Your Decision-making

You enjoy analyzing facts and decisions, and you are willing to assume decision-making authority. You are willing to collaborate with others with regard to making decisions. You are intuitive and you use this intuition very often for making decisions.

You are moderately willing to take risks, and you are very optimistic about the outcome. You generally analyze the potential difficulties of plans and strategies, making it more likely that once you come to a decision you will have thought through the important issues.

You normally approach decisions with an extremely open and reflective mind, but you have reasonably strong opinions. When making decisions, you nearly always prefer to try a fresh new approach. You have some interest in planning, but you prefer not to spend much time focusing on details. You may not be very systematic in your approach to plans and decisions. You usually take a moderate amount of time when making decisions.

Your Leadership

Your very clear goals, combined with your strong enthusiasm, will probably enable you to articulate an explicit vision that will motivate others. You are interested in being in a leadership position. You prefer goals that are moderately challenging, however, your goals are clear. Also, your optimism could also help you motivate others. Your vision or goal genuinely includes benefiting others or society. In this respect, you are more likely to gain a wider support and acceptance. You have a natural tendency to try to influence others, and you give significant importance to trying to enlist the cooperation of others. This will probably enable you to obtain good cooperation from others. You are comfortable making presentations to groups and this could be an excellent means of facilitating your leadership.

You are self-motivated. This is necessary to succeed in a leadership position. You tend to take a great deal of initiative. Consequently you are more likely to be successful in a career and as a leader. However, you may feel tired of having to struggle with obstacles. You tend to be well organized. This could help you to organize the efforts of other people. You will tend to create a reasonably unstructured organization. You tend to be flexible and adaptable to changes. You are progressive and innovative. This will surely benefit your leadership.

You have a moderate intention to improve yourself. In order to develop as a leader, you will probably need to strengthen that intention. Doing so will also enable you to set a good example for others. You are reasonably self-accepting. This could be a beneficial trait for leadership.

You don't care much about working for a capable leader, and you want a great deal of autonomy in your work. This is normal for a leader.

In general, you have reasonably good interpersonal skills which will be of assistance to you in a leadership role. Your ability to mix and interact directly with the people working under you will enable you to gain a better perspective of your organization. You are extremely empathetic and warm which could be beneficial to your leadership. You are usually willing to enforce rules when necessary, but may at times prefer not to do so. Your ability to be direct and tactful at the



Your Leadership

same time will increase the loyalty and motivation of the people you lead. You have a participatory style of leadership that is motivating to those you lead and facilitates their development. Your open-mindedness will help you gain respect. You want others to be truthful, but you only want to be told when it is said very diplomatically. Your willingness to enlist the cooperation of others is a sign of respect for them.