

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 Johns

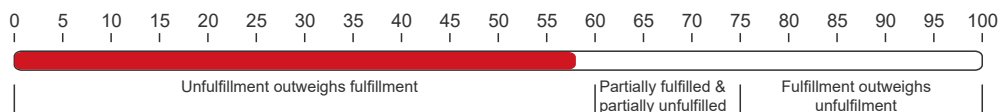
**DATE OF COMPLETION**  
 19/04/2019

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

**ORGANISATION**  
 Pentapramid LLC



## Overall Fulfillment score = 58%



Engagement is the combination of being suitable for the job and fulfilling one's career expectations. This report focuses on the fulfillment aspects and should be considered in combination with the Job Success Analysis (Suitability) report.

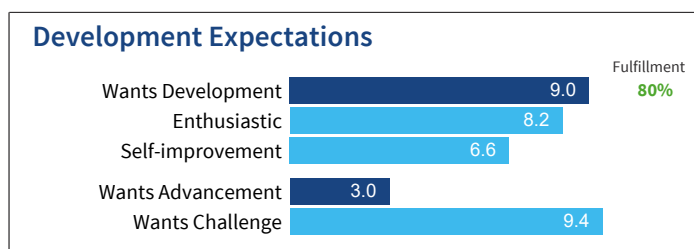
The overall fulfillment score measures the degree to which an individual's important expectations are fulfilled. It considers the importance given by Andrew to each employment expectation as well as their perceived level of fulfillment.

The Engagement & Retention report enables individuals and managers to enter fruitful discussions that establish mutually beneficial, long-term employment relationships.

### How to Interpret

An overview of the eight areas of expectation is displayed on the following page. The bullet points below explain how to interpret the graph (see figure 1 below):

- The dark blue bars are the Individual's Expectations.
- The light blue bars are the Supporting Behaviors that help fulfill the corresponding expectation(s).
- The length of the bars reflect the strength of the expectations or supporting behaviors.
- Important Expectations are those the individual rated as 6 or greater in importance.
- Each Important Expectation has a Fulfillment percentage score to the right which indicates the degree to which the individual feels it is currently fulfilled (assuming this section of the SmartQuestionnaire was completed).
- Fulfillment scores follow a color code which is based on both the degree of expectation and the current fulfillment level - Green indicates discussion is probably not needed, Yellow indicates discussion may be needed and Red indicates discussion is urgently needed.



### For Managers

Start by focusing on your team member's Red fulfillment scores. Explore their expectations and request examples and/or specifics regarding what is expected and what would be necessary from both the individual and the organization to fulfill this expectation.

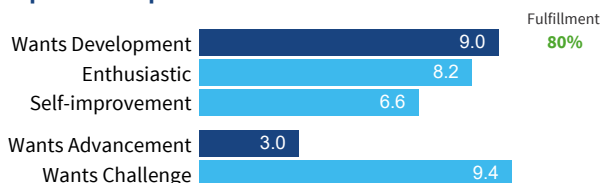
For example if Wants Career Development is high then explore the specific type of career development the individual is seeking and how that might be fulfilled in the current job. Consider what the organization can offer and what would be expected from the individual.

## For Individuals

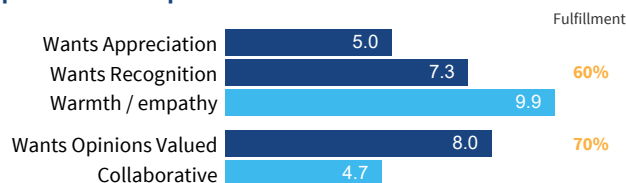
Start by reviewing the Green fulfillment scores to reinforce the areas where your expectations are mostly fulfilled. Then review the Yellow and Red fulfillment scores and identify the specific issues related to what you would like from the organization. Also consider the behaviors or contributions you might need to develop in order to achieve this expectation. Note strong scores on the Supporting Behaviors (light blue bars) are usually needed to fulfill the related expectation.

## Overview

### Development Expectations



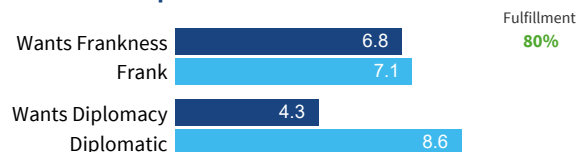
### Appreciation Expectations



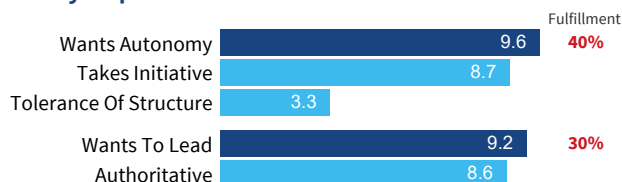
### Remuneration Expectations



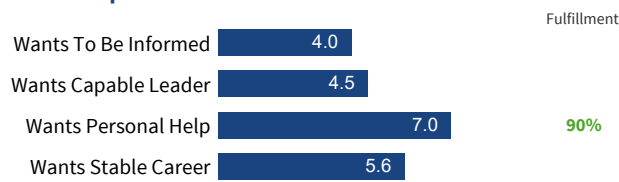
### Communication Expectations



### Authority Expectations



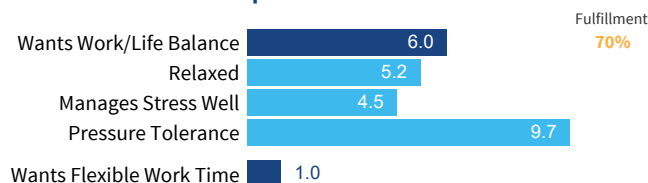
### Personal Expectations



### Social Expectations



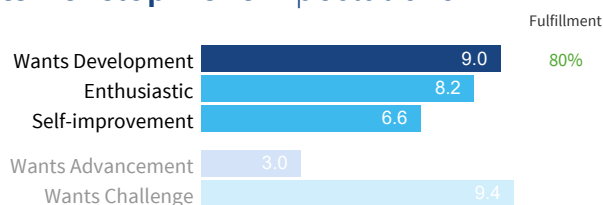
### Work Life Balance Expectations



## Development Expectations

This section analyses employee expectations for development opportunities, highlights related organisational behaviour, and provides guidelines for managing career development expectations. This section also shows the person's level of fulfillment for each expectation.

### Wants Development Expectations



**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

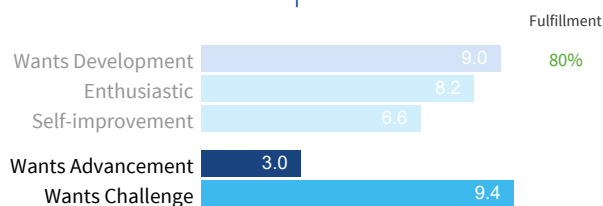
**Self-improvement:** The tendency to attempt to develop or better oneself

### Tendencies for Wants Development

Andrew considers career development to be very important and thus, it is very important to provide development opportunities. Andrew believes this expectation is reasonably likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. 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.

### Wants Advancement Expectations



**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

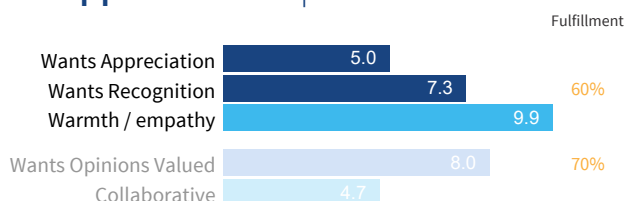
### Tendencies for Wants Advancement

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.

## Appreciation Expectations

This section analyses employee expectations and organisational behaviour related to giving and receiving appreciation and provides guidelines for managing the need for recognition. This section also shows the person's level of fulfillment for each expectation.

### Wants Appreciation Expectations



**Wants Appreciation:** The desire to have an employer who expresses appreciation for one's work

**Wants Recognition:** The desire for positive acknowledgement (from others) related to one's abilities and strengths

**Warmth / empathy:** The tendency to express positive feelings and affinity towards others

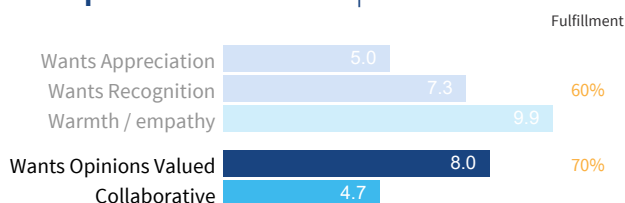
### Tendencies for Wants Appreciation

Andrew considers receiving appreciation to be only moderately important. It is only moderately important for management to communicate sincere appreciation for work contributions.

Andrew considers receiving recognition to be reasonably important. Consequently, it is reasonably important to find ways to provide recognition. This type of recognition should be related to acknowledging his strengths and capabilities. Giving more decision-making authority would be an excellent means of giving recognition. Giving greater autonomy would also be considered as recognition. Andrew believes this expectation is moderately likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

Andrew has an extremely strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.

### Wants Opinions Valued Expectations



**Wants Opinions Valued:** The desire to have an employer who listens and gives importance to one's views

**Collaborative:** The tendency to collaborate with others when making decisions

### Tendencies for Wants Opinions Valued

Andrew considers it to be important for others to consider and value his opinions. Therefore, it is important that management listens to, acknowledges, and encourages his opinions. Andrew believes this expectation is possible to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. Andrew has only a moderate tendency to be collaborative with regards to making decisions. This could hinder others from being more receptive and encouraging to his opinions.

## Remuneration Expectations

This section analyses employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to Andrew's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates how quickly it is desired. This section also shows the person's level of fulfillment for each expectation.

### Wants High Pay Expectations

Fulfillment



**Wants High Pay:** The desire to earn greater remuneration

**Wants Quick Pay Increases:** The desire to have an employer who offers relatively frequent pay increases

**Self-motivated:** The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

### Tendencies for Wants High Pay

Andrew considers earning higher pay levels to be only moderately important and thus, it is only moderately important to carefully explain how higher pay can be achieved.

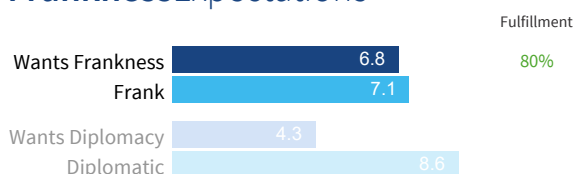
Andrew considers quick pay increases to be very unimportant. Consequently, Andrew is probably not going to be too impatient about achieving higher pay.

Andrew has a very strong tendency to be self-motivated independent of consideration about remuneration.

## Communication Expectations

This section analyses communication expectations related to frankness and diplomacy. The scores on Wants Frankness, Wants Diplomacy, Frank and Diplomatic are compared to each other in a variety of ways to better understand expectations and behaviours related to communication. This section also shows the person's level of fulfillment for each expectation.

### Wants Frankness Expectations



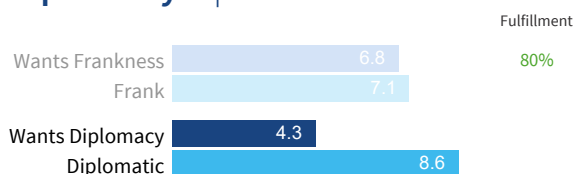
**Wants Frankness:** The desire for others to be direct, straightforward, and to the point

**Frank:** The tendency to be straightforward, direct, to the point, and forthright

### Tendencies for Wants Frankness

Andrew has a reasonable desire for others to communicate in a frank and straightforward manner, including when giving feedback. Andrew believes this expectation is reasonably likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. Andrew has a reasonable tendency to be frank when communicating. Consequently, management needs to ensure performance feedback is given in a direct and clear manner.

### Wants Diplomacy Expectations



**Wants Diplomacy:** The desire for others to be tactful

**Diplomatic:** The tendency to state things in a tactful manner

### Tendencies for Wants Diplomacy

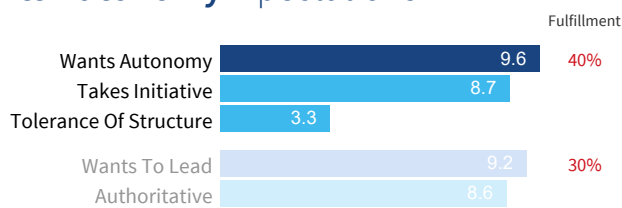
Andrew has little desire for others to be diplomatic during discussions and when giving feedback. Andrew has a very strong tendency to be diplomatic when communicating.



## Authority Expectations

This section analyses issues related to authority including the relationship between the desire for autonomy and the level of initiative, the relationship between the desire to lead and the willingness to make decisions, and how one responds to structure. This section also shows the person's level of fulfillment for each expectation.

### Wants Autonomy Expectations



**Wants Autonomy:** The desire to have freedom or independence from authority

**Takes Initiative:** The tendency to perceive what is necessary to be accomplished and to proceed on one's own

**Tolerance Of Structure:** The tolerance of following rules, schedules, and procedures created by someone else

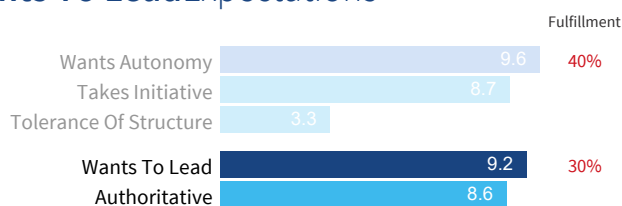
### Tendencies for Wants Autonomy

Andrew has an extremely strong desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy. Andrew believes this expectation is reasonably unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

Andrew has a very strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. He will have greater motivation if given opportunities to take initiative. Assuming Andrew has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

Andrew tends to be very hesitant to accept a great deal of structure placed on him by the organisation. Fortunately, his level of initiative is probably sufficient to self-manage without structure.

### Wants To Lead Expectations



**Wants To Lead:** The desire to be in a position to direct or guide others

**Authoritative:** The desire for decision-making authority and the willingness to accept decision-making responsibility

### Tendencies for Wants To Lead

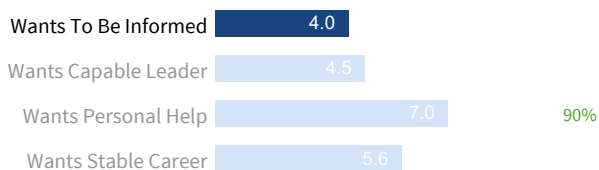
Andrew has a very strong desire to take a leadership role. Andrew believes this expectation is unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution. Andrew tends to be very willing to accept decision-making authority. Management needs to delegate decision-making opportunities to him whenever warranted.

## Personal Expectations

This section analyses various issues related to personal expectations including the desire to be informed, the importance of working for a leader perceived to be capable, the desire for personal help from an employer, and the importance given to having a stable job. It includes guidelines on how to manage strong expectations in those areas. This section also shows the person's level of fulfillment for each expectation.

### Wants To Be Informed Expectations

Fulfillment



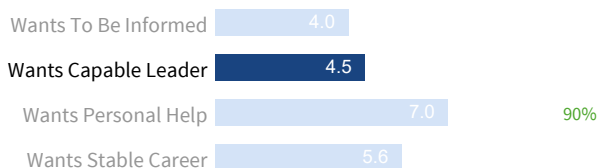
**Wants To Be Informed:** The desire to have an employer who freely shares information related to one's work or job

### Tendencies for Wants To Be Informed

Andrew has little desire to be informed related to company information.

### Wants Capable Leader Expectations

Fulfillment



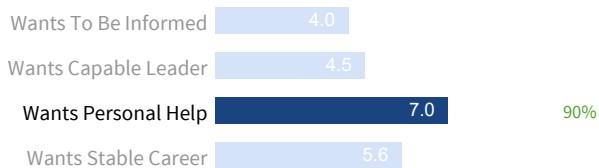
**Wants Capable Leader:** The desire to have a leader one perceives to be capable

### Tendencies for Wants Capable Leader

Working for a capable leader is only moderately important to him.

### Wants Personal Help Expectations

Fulfillment



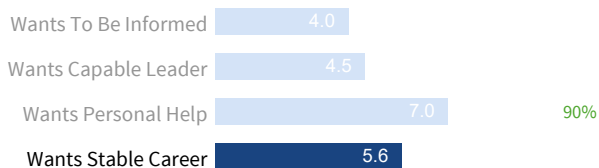
**Wants Personal Help:** The desire to receive some form of employer support related to one's personal difficulties

### Tendencies for Wants Personal Help

Andrew considers receiving personal help from the employer to be reasonably important. It is important to find out the type of personal help Andrew wants and take the necessary actions wherever feasible. Andrew believes this expectation is very likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

## Wants Stable Career Expectations

Fulfillment



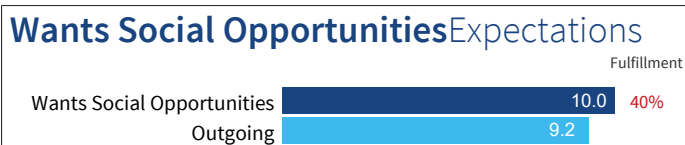
**Wants Stable Career:** The desire for long-term or permanent employment

### Tendencies for Wants Stable Career

Andrew considers having a stable career to be moderately important. Andrew believes this expectation is reasonably likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

## Social Expectations

This section analyses the desire for social opportunities at work in relationship to introversion and extroversion. It includes guidelines for managing strong social expectations. This section also shows the person's level of fulfillment for each expectation.



**Wants Social Opportunities:** The desire to have a workplace that enables one to meet and interact with others

**Outgoing:** The tendency to be socially extroverted and the enjoyment of meeting new people

### Tendencies for Wants Social Opportunities

Andrew has an extremely strong desire to have social opportunities related to work. Consider ways the company could facilitate social interaction. Andrew believes this expectation is reasonably unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

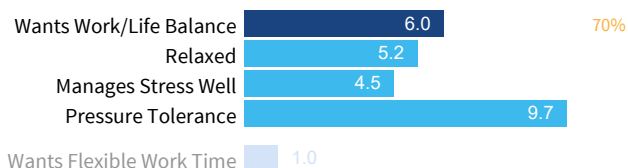
Andrew has a very strong tendency to be outgoing. Since Andrew tends to be outgoing, you probably only need to organise some employee social events to help fulfill this desire.

## Work Life Balance Expectations

This section analyses issues related to the desire for work life balance related to stress management and levels of stress. It also examines expectations for flexible work time and tolerance related to tight schedules and deadlines. This section also shows the person's level of fulfillment for each expectation.

### Wants Work/Life Balance Expectations

Fulfillment



**Wants Work/Life Balance:** The desire to have sufficient time away from work for rest, enjoyment, or family

**Relaxed:** The tendency to feel at ease or calm while working

**Manages Stress Well:** The tendency to deal effectively with strain and difficulty when it occurs

**Pressure Tolerance:** The level of comfort related to working under deadlines and busy schedules

### Tendencies for Wants Work/Life Balance

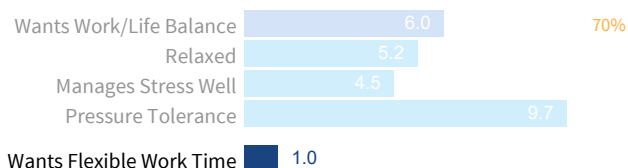
Andrew considers having work-life balance to be moderately important. Andrew believes this expectation is possible to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

Andrew tends to be only moderately effective managing stress when it occurs.

Andrew tends to be extremely willing to deal with the pressure of tight schedules and deadlines.

### Wants Flexible Work Time Expectations

Fulfillment



**Wants Flexible Work Time:** The desire to have flexible working hours or holiday schedules

### Tendencies for Wants Flexible Work Time

Andrew considers having flexible work time to be very unimportant. Andrew has a tendency to be only moderately relaxed and easy going.