



HARRISON ASSESSMENTS

Talent Management: Aligning Passions with Business Results

Harrison Assessments exceed the results of other talent management methods and personality tests because it aligns people's qualifications and passions with firm-specific responsibilities. Its one-of-a-kind Paradox Technology identifies employees and applicants who are three times more likely to achieve business results. A/E firms use the tool to recruit and retain top talent and build high-performance teams. This employee develop and engagement tool is effective for talent succession planning.

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ENGAGEMENT AND RETENTION REQUIRES MORE THAN GENERAL PERSONALITY TESTING

Harrison Assessments align people's qualifications, wants, needs, passions, and goals to the requirements of the organization and specific responsibilities. This time-tested approach exceeds general personality testing and other methods because it measures 175 factors, resulting in reports that target job-specific employee engagement, success, and retention.

This tool can help firms:

- Develop internal and external talent pools with automated technology
- Empower leadership with easy-to-understand reports
- Customize Harrison Assessments reports with 6500+ Job Success Formulas
- Develop the best leaders and teams with the ability to group reports
- Customize reports with the ability to match your own firm's needs
- Rely on strong validity and legal compliance without risk

CASE STUDIES:

DESIGN FIRMS USE HARRISON ASSESSMENT FOR STRATEGIC RECRUITMENT AND SUCCESSION PLANNING

EXECUTIVE SUMMARY:

STRATEGIC NEW HIRES MADE MORE OBJECTIVE

BCRA, a multi-disciplinary design firm, was preparing for the first of several strategic new hires. With a growing team based in Seattle and Tacoma, the company wanted to be certain it found the perfect individuals for these critical roles. As a result, BCRA decided to use an assessment tool during the recruiting process.

"We researched a number of assessments," says Jeni Enslin, BCRA's Director of Staff Resources. "But I was pretty familiar with many of them and knew they weren't suited to our needs."

On the recommendation of a trusted consultant, Enslin reached out to Harrison Assessments. After taking the assessment herself, she knew she'd found the ideal solution. And in the months that followed, BCRA used Harrison's tools to find the ideal candidates for its strategic hires.

"We loved the Harrison tools because of the science behind them," Enslin explains. BCRA was particularly impressed with the comprehensive data Harrison provides and its elevated level of accuracy and reliability.

THE ORGANIZATION:

BCRA is an 85-person architecture and engineering firm specializing in education, government, healthcare, hospitality, parks and recreation, residential, and retail projects. With offices in Seattle and Tacoma, BCRA offers Architecture, Interior Spaces, Civil Engineering, Structural Engineering, Land Use Planning, and Landscape Architecture.

THE CHALLENGES:

- Hire talent more strategically
- Strengthen the company's basic recruiting, interviewing, and selection processes
- Develop and promote individuals more effectively

THE SOLUTION:

Harrison Assessments' Smart Questionnaire and Job Suitability Testing

THE OUTCOMES:

- Accurately identify candidates who are aligned to BCRA's culture and core values
- Ability to identify top performers and assemble high-performance teams
- Significant rise of retention rate two years in a row

"One of the greatest tools Harrison offers is its job suitability testing. It gives us a great indication of exactly which candidates or employees are most suited to particular roles based on their personal traits and behaviors," Enslin says.

These are insights you can't necessarily get by looking at someone's resume, talking to candidates during an interview, or even judging them based on past performance, she adds.

After making its strategic new hires, BCRA began using the Harrison tools for a variety of purposes including strengthening the company's basic recruiting, interviewing, and selection processes. "Using Harrison enables us to do a better job of identifying people who are aligned with our culture and our core values," Enslin says.

Today, BCRA is using Harrison data to improve teamwork and employee development. In fact, Enslin is in the process of having everyone at the company take the Harrison assessment. "We work a lot in teams here and we have a very collaborative work environment, so we all have to be able to function effectively within our various teams. Harrison gives us the ability to see our performance objectively," she says.

BCRA also uses Harrison Assessments during the interviewing and selection process for all its new talent. The company recently filled five open positions with candidates who had just graduated from college and all of them took the Harrison assessment before BCRA extended formal job offers. Enslin says that using the Harrison tools has significantly reduced the number of applicants BCRA has to interview before it finds the right individuals to fill its open positions.

After 90 days on the job, each new hire sits down with Enslin for a performance review. As part of this process, she discusses their Harrison data with them. "We talk about how their positive and negative behaviors are actually manifesting on the job and how they can take action to make improvements," Enslin explains. "It's really about helping them become more self-aware and achieve personal success."

BCRA's turnover rate has dropped for the past two years in a row. While Enslin believes several factors have contributed to this drop, she gives part of the credit to using Harrison's tools during the recruiting and selection process. "We've gotten so much better at hiring people who truly fit our culture and core values." For this tight-knit architecture and engineering firm, that's the foundation for a whole new level of success.

EXECUTIVE SUMMARY:**LAUNCH A FORMAL LEADERSHIP PROGRAM TO CREATE A CONTINUOUS SUPPLY OF LEADERS****THE ORGANIZATION:**

Benesch (Alfred Benesch & Company) Benesch is ranked #127 in Engineering New Record's Top 500 Design Firm listing and is consistently recognized as one of the nation's Top "Go-To" bridge firms by Roads & Bridges magazine. With expertise in engineering, planning, site development, environmental, geotechnical, construction inspection and landscape architecture, Benesch serves clients with both the public and private sector.

THE CHALLENGE:

To launch a formal leadership development program that would create inspired and self-aware leaders.

THE SOLUTION:

Harrison Assessments' Smart Questionnaire and Paradox Technology.

THE OUTCOMES:

Emerging leaders gain insights into their own behaviors and abilities. Benesch's leaders develop a deeper understanding of their group dynamic and how they interact. The Harrison tools help develop a continuous supply of self-aware and inspired leaders.

Harrison Assessments—Automated Benchmarking

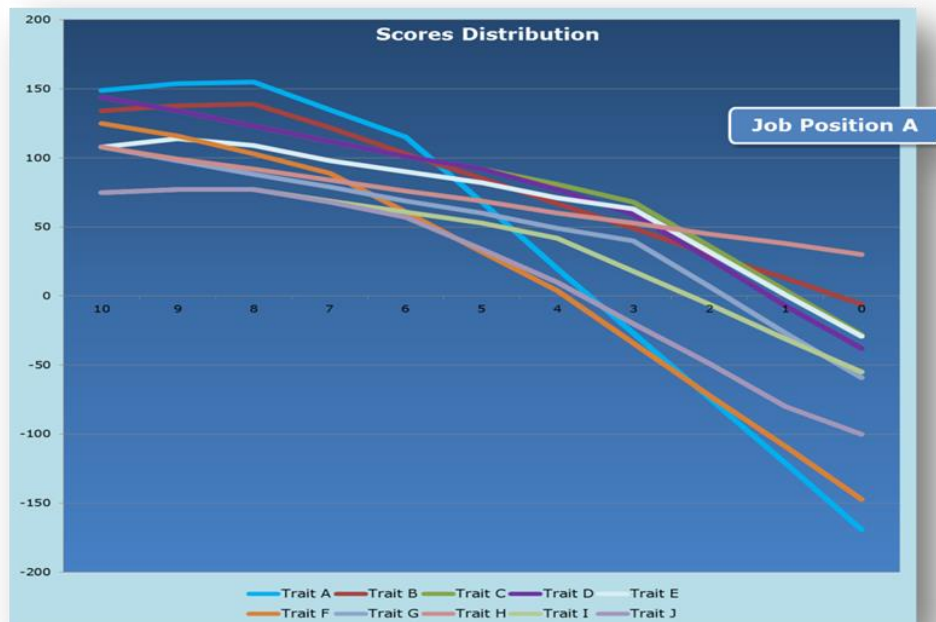
Harrison Benchmarking Technology formulates critical success factors and derailers for mission critical jobs

For mission critical jobs its essential to know the exact factors that relate to job success, so you can effectively select the right candidates and target training for existing employees. Performance Benchmarking quantifies and formulates the factors that enable employees to succeed.

Harrison Benchmarking is a scientific means to measure the exact factors related to Job Success. It is based on more than 30 years of research assessing the factors related to job specific success. It results in a formula that accurately predicts the job performance, employee engagement and retention. It identifies performance gaps providing the focus necessary to make fast and effective improvements in job performance; enabling employees to learn high performance.

The result ... better selection and targeted development that leads to higher performance!

Organizations that have undertaken Harrison Assessment Technology (HAT) benchmarking report a much greater understanding of their jobs as well as how employees can succeed.



Determine the key success factors for the specific job:

- how important is each factor in relationship to other factors?
- what impact does each level of each factor have on performance?

HATS Performance Benchmarking Research uses highly sophisticated technology to:

- Draw upon a full range 175 suitability factors including personality, attitudes, motivation, interpersonal skills, work preferences, task preferences, work environment preferences, interests and employment preferences
- Determine the factors that differentiate high performers from average or low performers for your specific job
- Weight the relative importance of each factor
- Measure how each level of each factor impacts performance (not possible if done manually)
- Consistently get high correlations with job performance
- Provide all the above for a minimal cost and fast turnaround time

What Is the SmartQuestionnaire™?

The SmartQuestionnaire's unique construct:

- Measures essential, job-specific success factors with highly accurate results using 6,500+ researched Job Success Formulas.
- Accurately predicts an individual's engagement, performance, work satisfaction and retention.
- Provides decision makers with an easy-to-understand overall score explicitly indicating a person's potential for success in a specific role.
- Prevents and detects deception using three psychological methodologies for authentication.
- Provides the equivalent of a full day of typical job-specific testing in less than 25 minutes.
- Offers administration in 29 languages.

Leverage the Benefits Throughout the Talent Cycle

- The SmartQuestionnaire's™ unique design and the powerful science behind it provide a wealth of data that can be leveraged throughout the entire talent management life-cycle... yet it takes only 25 minutes for candidates and employees to complete.
- For pre-hire assessment, the SmartQuestionnaire minimizes the time candidates need to complete an assessment and accelerates your organization's hiring process.
- Extensive validation and strong defensibility reduces legal exposure.
- Harrison Assessments can be utilized throughout the talent cycle to accelerate development, identify future high potential employees, provide career guidance, and create engagement alignment with management, teams, and organizational goals.

Unrivalled Comprehensiveness and Convenience

Harrison's SmartQuestionnaire™ identifies the ideal person for each specific job by measuring all the factors that constitute success in that role—including eligibility factors (such as education, experience and skills) and suitability factors (such as job-related behaviors). Harrison Assessments integrates all factors into one final score to select or promote the right individual for each role with no guesswork and no interpretation. No other assessment compares.

Built-In Lie Prevention

The Harrison Assessment SmartQuestionnaire™ is designed to prevent an individual from feeling the need to be deceptive. Even so, any attempt to deceive the SmartQuestionnaire™ is detected by more than 8,200 cross-references of the person's answers.

The Harrison system is so sensitive that even slight attempts to deceive it are automatically detected, located, and flagged for you. Even individuals practiced at deception will be identified as poor candidates because they will inevitably fail the Paradoxical Analysis mechanism, which is completely hidden. The SmartQuestionnaire™ handles deception better than any assessment questionnaire in the industry.

Mitigates Legal Risk

Using a comprehensive assessment tool like the SmartQuestionnaire™ helps reduce potential legal exposure. Harrison's SmartQuestionnaire™ meets all the legal requirements of the U.S. Equal Employment Opportunity Commission (EEOC) and is legally defensible because questions follow the job analysis for each specific job. As a result, it's strong face validity effectively counters any argument of unfair adverse impact.

Harrison Assessments—Paradox Technology™

Assess Success Traits

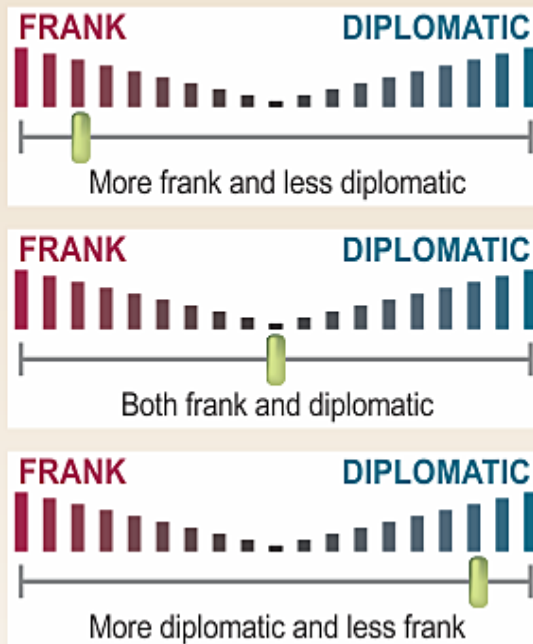
For employees to prosper and be productive in a job, it is essential that they possess the traits that produce success and fit the culture of the company. Assessing those traits requires a system that reveals deep insight into human behavior.

Inaccuracies in Current Methods



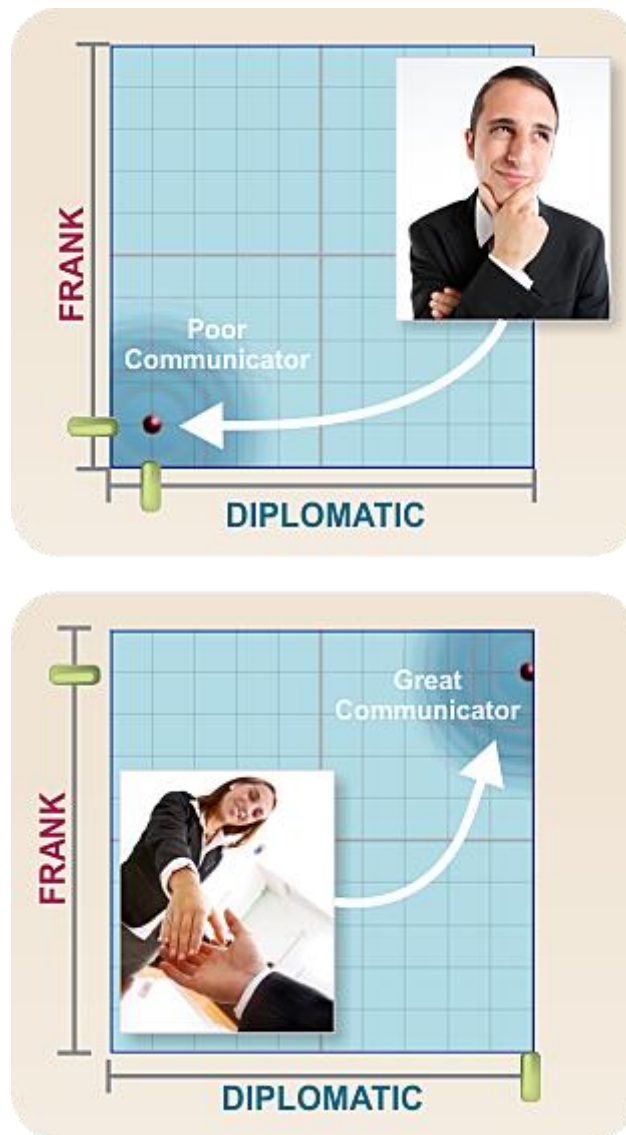
Most behavioral assessments fail to provide this insight because they rely on a traditional bipolar approach of measurement, which assumes an either/or relationship between traits by placing two related positive traits on either end of a scale. For example, Diplomatic and Frank are traits that are typically used in this manner. By placing Diplomatic and Frank on either end of the same scale, the bipolar approach assumes that the more Diplomatic you are, the less Frank you are and vice versa. This is not a correct assumption. You can be both Frank and Diplomatic or neither.

Bi-Polar Scale is Inaccurate



The bi-polar method attempts to overcome potential deception by forcing people to choose between two complementary positive traits. However, in doing so, it sacrifices the most important insight. For example, Acme Industries is hiring a Director of Communications and they require someone who is a good communicator. They have two candidates: Doug and Cheryl. When measured on a bipolar scale, both appears to be in the middle, which incorrectly indicates that they are balanced in communication and thus they are both potentially good candidates.

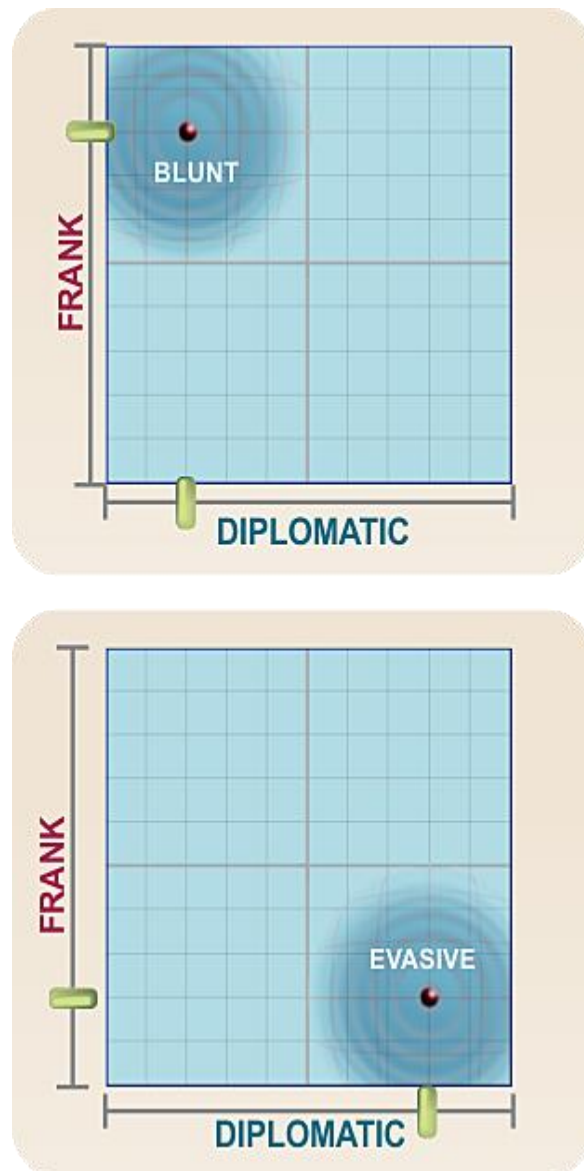
The Paradox Approach



HA takes a different approach by measuring each of the complementary traits independently. When measured on HA's paradox scale, a clear picture emerges. When viewed on a paradox scale, Doug lacks both Frankness and Diplomacy and is a poor communicator.

On the other hand, Cheryl is both Frank and Diplomatic and is an excellent communicator.

Thus, the traditional bi-polar approach only provides a superficial and often inaccurate view of communication style and fails to identify the behavioral issues that are critical to job success. Paradox Technology™ provides this vital information without sacrificing its ability to prevent deception. It is highly effective at identifying negative traits because it is based on the principle that each trait has the potential to be either productive or counter-productive, depending upon other balancing traits.



For example, we would normally consider Frankness to be a positive trait. However, if it is not combined with Diplomacy, it becomes Bluntness which can be counter-productive.

On the other hand, Diplomacy is also normally a positive trait, but without Frankness, it can be counter-productive, taking the form of evasiveness. This depth of information is critical for making the right hiring decisions and optimizing the performance of your existing employees.

ParadoxTechnology™ analyzes and determines a broad spectrum of potential counter-productive traits without the person having the slightest idea it is happening. This is vitally important since negative traits usually account for 60-75% of the factors that determine job success.

Harrison Assessments' ParadoxTechnology™ produces the most accurate, complete and reliable picture of a person and overcome the deficiencies of traditional bi-polar measurement. It prevents deception while at the same time provides deep insight into potential counter-productive behavior.

Harrison Assessments—Enjoyment Performance Methodology

The Importance of Work Satisfaction

Measuring work satisfaction is essential to determine motivation and forecast whether an individual will prosper, succeed and stay with the organization. Most behavioral and personality assessments fail to measure work satisfaction and are therefore limited to predicting personality.

Hire, Motivate, and Retain Top Talent

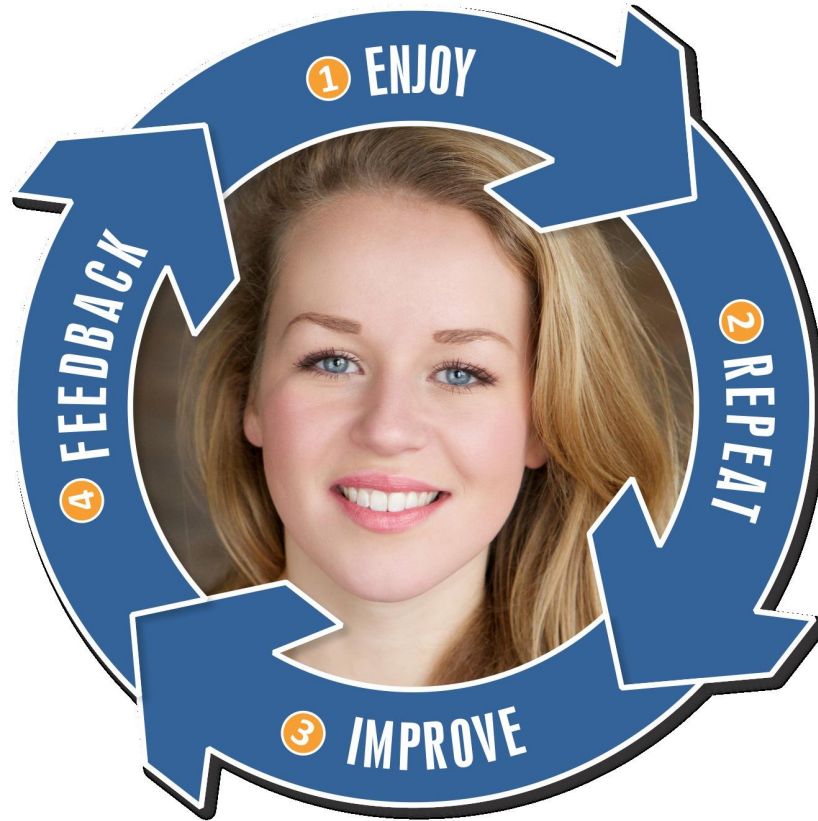
Harrison Assessment's 24+ years of research prove that employees who enjoy at least 75% or more of their job are 3 times more likely to succeed than employees who enjoy less than 75% of their job. Measuring factors related to work satisfaction makes it possible to predict job success and therefore hire, motivate and retain top talent.

3 Keys to Work Satisfaction

Harrison Assessment's Enjoyment-Performance Methodology considers 3 key issues related to work satisfaction and retention, measuring the degree to which a person's:

1. Preferred tasks fit the job.
2. Interests fit the job.
3. Work environment preferences fit the job.

The Link Between Enjoyment and Performance



Enjoyment and Performance are linked because the level of enjoyment that an employee has while performing an activity is directly related to the level of their performance relative to that activity.

When people enjoy a task, they tend to do it more, and get better at it. Like a self-fulfilling prophecy, good performance creates acknowledgment and/or positive self-regard which then causes people to enjoy the task even more.

A Win-Win Result

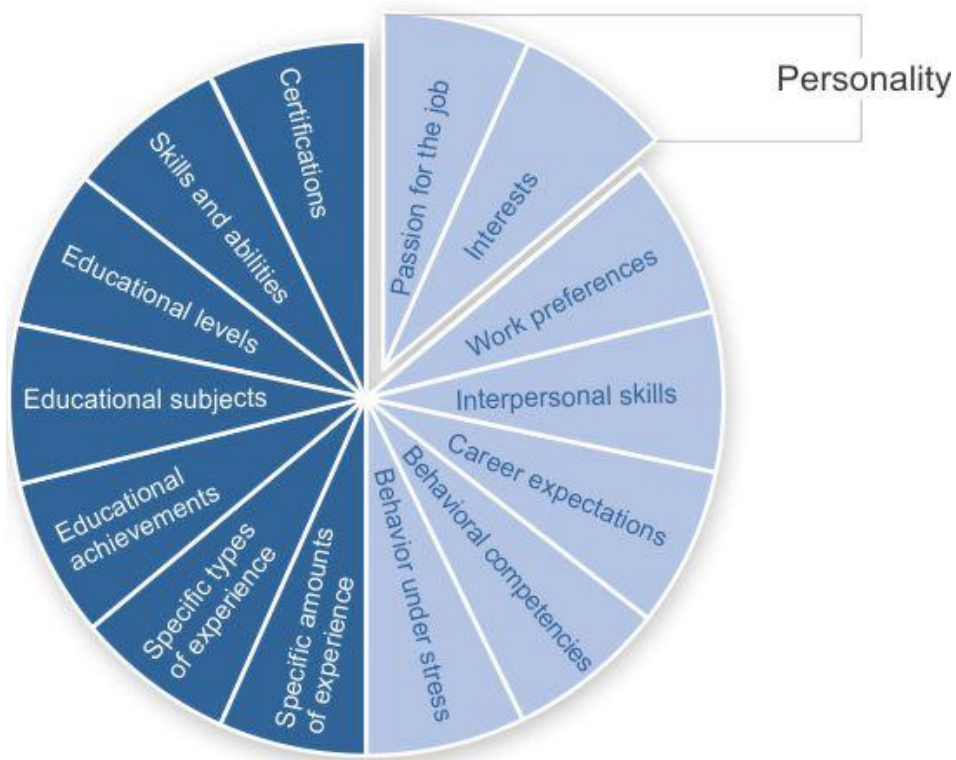
Harrison Assessment Solutions predict performance, work satisfaction and retention. They enable companies to motivate people and increase their performance by assigning the roles and responsibilities that give them the highest degree of work satisfaction. Harrison Assessments also enables companies to show their employees that they care about their work satisfaction. This genuine concern evokes a positive response from employees. This mutually beneficial result ensures that both employees and employers win!

Harrison Assessments—Job Success Formulas

The Problem: Failing to Hire the Best Candidates

Companies often hire the wrong candidates or fail to hire the best candidates because they don't have a systematic approach that measures ALL the qualifications and behavioral competencies needed to predict job success. Although most employers desire predictability, few companies have the time or expertise to create effective Job Success Formulas.

Harrison Assessment's Solution



Harrison Assessments solves this costly problem by providing more than 6500 proven and pre-configured Job Success Formulas to help your organization easily and accurately assess the eligibility and suitability factors that lead to job success.

Job Success Formula Eligibility

The eligibility component of each Job Success Formula evaluates how applicants compare to the ideal levels of education, experience, and skills based on your organization's specific needs.

Job Success Formula Suitability

The suitability component of each Job Success Formula evaluates how each applicant compares to a complete set of proven suitability or behavioral traits that are specific to the job function. These customizable factors include attitudes, motivations, interpersonal skills, interests, work values, and work preferences.

Weighting Options

The Job Success Formulas automatically generate interview weighting guidelines, as well as specific behavioral interview questions. These guide the interviewer to obtain important insight related to the key job success factors, as well as provide a consistent scoring method for each factor. Harrison's system provides sophisticated, yet easy-to-use options for weighting, scoring and customizing Job Success Formulas to reflect an organization's specific needs and core values.

Scoring Candidates

Harrison Assessment's Job Success Formulas are developed from 24+ years of research and provide a comprehensive integrated hiring system. The final assessment score measures candidate's eligibility, suitability, and interview scores against the IDEAL candidate for the position in your organization.

Harrison Assessments—Test Authentication

Most behavioral assessments are easy to cheat, especially for people who have taken several behavioral assessments. (Behavioral assessments are becoming more and more common.) However, The Harrison Suitability Assessment overcomes this problem by using four different highly effective methods that prevent and detect deception. The Harrison test authentication methods include ranking, preference focus, paradox methodology and technological lie detection.

Ranking

We use an "ipsative questionnaire" method in which the person completing the questionnaire ranks groups of eight items on the questionnaire. This ranking process contrasts with self-rated questionnaires in which the person rates themselves on assorted items. Extensive research has shown that ipsative questionnaires are significantly better at reducing deception and issues of social desirability. (Note that although the Harrison questionnaire is ipsative, the assessment is also normative.)

Preference Focus

The Harrison Questionnaire focuses on work preferences which are used to create a mutually fulfilling employment relationship. The persons taking the questionnaire know that the results will be used to help them achieve job satisfaction and the right role in the company. Consequently, there is significantly greater incentive to give honest answers. The Harrison "two-way" assessment offers the opportunity to express personal employment needs and issues that will lead to a mutually satisfying employment relationship. In contrast, personality tests are "one way" assessments designed only to evaluate the person's personality for the company and therefore, persons completing the questionnaire have a higher significantly incentive to give what they consider to be the best answers.

Paradox Methodology

The Harrison Paradox Theory states that any trait can be either positive or negative depending upon other complementary traits. Through this analysis we can determine if the trait is a success trait or a "derailer". Our analysis of job suitability is dependent on the relationships between the person's answer rankings rather than individual rankings themselves. These relationships are completely unknown to the persons completing the questionnaire and consequently the results are nearly impossible for them to predict.

Technological Lie Detection

The Harrison system uses a highly sophisticated technological solution that conducts over 500,000 calculations. It detects the level of authenticity of answers and can pinpoint areas of deception. In addition, it can determine the degree to which the person was paying attention when completing the questionnaire. We do not elaborate on the details of how this is done to preserve the effectiveness of this method.

In addition to all the above, we provide interviewing questions and interview tools that prevent and detect deception. HR professionals are trained to use these tools to elicit honest and genuine dialogue during the interview.

With all these methods combined, attempts to deceive are greatly reduced and it is extremely rare that any deception would be successful.

Source: All information in this handout belongs to Harrison Assessments International, Limited.