HARRISON assessments

REPORT FOR
Andrew Jones

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RELIABILITY - 99%
Answers were very likely
accurate and truthful

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Introduction

This report provides training recommendations related to attitudes, tendencies, and behaviors. It does not take into consideration hard skills such as typing or computer skills. You can choose any or all of the development suggestions below for your current position, career development, or personal growth. Some suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. If you choose to work on more than one trait, it is recommended that you complete one before starting the next.

Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement.

Each section of this report contains an explanation of a trait and its relevance to career or personal development. It also includes at least one exercise. The exercises are designed to provide a practical experience and ongoing application that will develop the trait. In most cases, it is not necessary to develop a trait very much. Even a small increase in a trait can create a significant improvement. You can do the exercises by answering the questions and following the instructions, however, it is highly recommended you obtain a coach or partner with whom you can discuss your answers. These developmental exercises can also be done in a classroom with other people. Your coach can support you in making the change, including helping you to give regular attention to the desired change.

This report is generated as a result of your answers to the questionnaire. The traits selected for the report are related to the position selected when running this report. The HA system automatically selects the development traits that are most likely to help you to succeed in this position. However, the system does not necessarily select your traits with the lowest scores. It may select a trait in which you are already fairly strong. If a trait is especially important to the position, you can make greater progress by further developing a fairly strong trait. The suggestions and exercises for trait development may not be applicable in every case and may need to be modified to suit your particular situation or organization. Check with your manager to confirm that the suggested actions are appropriate to your organization.

Development Area 1: Enlists Cooperation

You are moderately willing to enlist the cooperation of others.

By enlisting others' cooperation, you are acknowledging their free choice. In doing so, you can gain real support for your goals and projects rather than superficial compliance. Enlisting cooperation is superior because the person willingly involves him/herself, creating a cooperative team spirit. This approach brings better results as well as better relationships. By building involvement and cooperative relationships, you reduce employee turnover, increase morale, and increase productivity.

There are different reasons for not wanting to enlist the cooperation of others. You may feel you shouldn't need to enlist others' cooperation. After all, they are getting paid and they should just give you their cooperation. While this is true, people cooperate based on emotional reasons more than the fact they are being paid. Enlisting cooperation nurtures the cooperative spirit and inspires subordinates and colleagues to have a greater sense of ownership. Even though, you may need to be strict or give direct instructions in some situations, the enlisting approach will in most circumstances enable you to more effectively gain cooperation.

There are numerous ways you can enlist others' cooperation. First, you need to provide an overview of the needs and requirements of a project. A clear goal or objective can be very compelling. By identifying your true aim, people will usually rally to fulfill it. In addition, you can ask for input related to a project or goal. How could they help to accomplish those things? By bringing out participation rather than simply telling people what and how to do something, they become more engaged and more empowered. By proceeding in this way you will also generate better ideas and strategies.

Exercise # 1 - Reflecting on enlisting cooperation

Step 1 - What has been your past experience when trying to enlist the cooperation of others?

Reflect on and describe your past experience when you tried to enlist the cooperation of others. What response did you get from others? How did you feel about the response you received from others?

Step 2 - What have you done in the past to enlist cooperation that was successful?

Reflect on and list the ways you tried to enlist others' cooperation that was successful. What was different about that situation that you think made it successful? What approach did you take that you think was successful?

Step 3 - What have you done in the past to enlist cooperation that was unsuccessful?

Reflect on and list the ways you tried to enlist others' cooperation that was unsuccessful. What was different about that situation that you think made it unsuccessful? What approach did you take that you think was unsuccessful?

Exercise # 2 - Clarifying your goals or objectives

Step 1 - What are your goals or objectives that you wish others to participate in?

Reflect on and clarify your goals or objectives.

Step 2 - How could you communicate your goals or objectives more effectively?

Reflect on and write down how you could communicate your goals or objectives more clearly.

Step 3 - Share your goals or objectives with the people involved in implementing and ask for their feedback (if appropriate).

Allow others to give their input to help refine/clarify the goals or objectives.

Step 4 - Ask each person involved for their input about how to accomplish the goals or objectives.

List specific people involved and ask each to give input about how to accomplish the goal or vision.

Development Area 2: Analytical

You tend to enjoy analyzing problems and decisions.

An analytical approach to solving problems and making decisions enables you to logically examine facts. This results in higher quality decisions and real solutions to problems. If you are not able to ascertain the real cause of a problem, the problem tends to repeat itself (sometimes in a different form). For example, if you have a problem related to a particular employee, you might think that terminating that employee would solve the problem. However, there could be numerous other causes that are more critical or more fundamental such as an inadequate training process, a manager with poor interpersonal skills, an inadequate selection process, or even an inefficient business system. Discovering the real cause(s) gives you the perspective necessary to create an effective solution. Identifying the real cause(s) usually requires careful inquiry and reasoning. In the exercises below you will select a problem. It doesn't have to be something that is going drastically wrong. It could simply be something you would like to improve.

Getting into the habit of taking an analytical approach to problem solving and decision-making will make your work more effective and more efficient. It will also enable you to make better life decisions. If you don't have this natural tendency, you can start by collaborating with someone who does. Getting feedback and suggestions from someone with an analytical tendency will help you to solve the immediate problem as well as learn analytical skills.

Exercise - Analyzing problems

Step 1 - What is the most important current problem you have related to work?

Reflect on and list current work problems and then select the problem you think is most important.

Step 2 - What do you think are the root causes of the problem?

Reflect on and list possible causes of the problem. Then reflect on and identify what you think are the root or real causes of the problem. For example, you might at first think that a problem was caused by a person breaking a rule. However, a closer analysis might reveal that the rule was unclear or that there was no system in place to determine if people were following the rule. In that case, the lack of clarity about the rules could be at least one of the root causes of the problem.

Step 3 - What do you think is the best solution to this problem?

List all the possible solutions to this problem and select the one you think is the best.

Step 4 - Why do you think it is the best solution to this problem?

List the reasons you think it is the most realistic and most genuine solution to the problem.

Step 5 - Who do you know who has an analytical approach to solving problems that could give supporting insight into this problem?

Make a list of your co-workers or colleagues who seem to have a natural analytical approach to problem solving. Then select the persons from the list you would like to consult about this problem.

Step 6 - Consult with your colleagues or co-workers about the problem.

Show them your analysis of the problem including steps 1-4 to each person. Ask for their comments and suggestions. Listen carefully and explore their ideas.

Step 7 - After consulting with your colleagues, what do you now think is the root cause of the problem?

List other possible causes of the problem. Then identify what you think are the root or real causes of the problem.

Step 8 - After consulting with your colleagues, what do you now think is the best solution to this problem?

List all the possible solutions to this problem and select the one you think is the best.

Step 9 - What is the best step-by-step plan to implement the solution to the problem?

Create a step-by-step plan to solve the problem in a step-by-step fashion.

If the solution involves making a major decision, make sure your analysis is sufficient. (More analysis should be given to larger decisions.)