

Solution Provider Profile

Harrison Assessments

June 2022



Company At-a-Glance	
Name of Product/Offered	Harrison Assessments Talent Solutions
Year Founded	1990
Top Customers	Domino's, Cathay Pacific, Kroger, Allegis Group, Progressive Insurance, Jollibee Fast Food, Northwestern Mutual, Petronas, Honeywell UOP, Holland America, Jacobs Engineering
Geographic Coverage	North America, LATAM, EMEA, APAC (70 Countries)
Questionnaire Languages	42
Website	https://harrisonassessments.com

HARRISON ASSESSMENTS OVERVIEW AND VALUE PROPOSITION

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

Harrison's award-winning, cloud-based technology provides secure, job-specific predictive analytics designed to enhance the candidate and employee experiences. Organizations save time and money by utilizing Harrison's assessment science and technology to hire the best candidates, validate high potentials, and accelerate individual and team development. Think of Harrison Assessments as a platform that enables your talent team(s) to create highly customized solutions.

Harrison's Value Proposition

Harrison Assessments are highly effective. The results of a 25-minute Harrison work preference questionnaire can be used to hire, develop and retain the best, most diverse talent based on their business needs. Harrison meets all 13 requirements of the United States OFCCP and has GDPR certification.

Overview

Harrison Assessments Talent Solutions Platform empowers businesses and leaders across the

globe to create engaged, fulfilled and high-performing teams by providing insights for:

- **Talent Acquisition**
 - Pre-screen applicants for qualifications, experience, cognitive ability, and job-specific behaviors
 - Provides targeted behavioral interview guides
 - Helps leaders manage, develop and retain talent
 - Offers job-specific onboarding guidance
 - Elevates candidate experience
 - Creates Company branding opportunities

- **Employee Development**
 - Guides Role placement
 - Provides opportunities for performance development/coaching
 - Promotes Individual development/personalized action plans
 - Enhances Leadership capability
 - Improves Behavioral competency development

- **Team Development**
 - Create teams with effective interactions
 - Discover team strengths and challenges, including team decision-making potential
 - Identify the best roles for each team member
 - Assess potential for cooperation or conflict
 - Provide insights to managers to accelerate team effectiveness

- **Leadership and Succession Planning**
 - Identify/validate high potential candidates
 - Predict multi-level capabilities
 - Create accelerated development plans
 - Identify alternate career paths
 - Leverage the talent pool
 - Increase retention

- **Employee Engagement**
 - Foster a shared responsibility for engagement
 - Align organizational engagement strategies with employee expectations
 - Identify gaps between important employee expectations, supporting behaviors, and current fulfillment levels
 - Facilitate essential communication between an employee and their manager
 - Create a culture of engagement and high performance

- **Organizational Analytics**
 - Engagement and Fulfillment – Develop engagement strategies and retain top talent by understanding what is important to the organization, groups/teams, and

- individuals.
- Behavioral Competencies - Build behavioral competence that drives high performance/promotes leadership, emotional intelligence, remote work, and collaboration.
- Paradox Mastery - Explore paradoxical behaviors important to a specific job or role at the organizational, team, or individual level that lead to adaptive capacity

How Harrison Assessments Works

Harrison is powered by predictive analytics that effectively measure predictive behavioral patterns rather than personality styles. Harrison's industry-leading SmartQuestionnaire measures 175 workplace factors that enable effective assessments of leadership paradoxes, emotional intelligence, personality, motivation, attitudes, passion for specific jobs, engagement, and retention; This high-tech 25-minute questionnaire provides more data than a full day of typical multiple-choice questions. The SmartQuestionnaire provides deep insights about candidates and employees that accurately predict and measure current and future job satisfaction, as well as passion and success behaviors needed for specific jobs.

Using predictive analytics, Harrison provides organizations with comprehensive data to service the full talent life cycle from acquisition, individual, team and leadership development, to succession planning, engagement, and retention.

Harrison Assessments Talent Solutions Difference: Key Insights and Customization

Paradox Technology - Are strong traits really strengths? Or are they potential derailers? Most assessments recognize that strong traits can be derailers but deal with it by simply acknowledging the person could sometimes exhibit the related derailing trait. Only Paradox Technology determines if a strong trait is actually a true strength, or a derailer, which can either enhance or detract from the capacity to adapt most effectively to different situations.

Job Success Formulas - In this era of talent wars, organizations struggle to hire and retain the talent they need to effectively compete. Acquiring, developing, and retaining top talent requires a deep understanding of the characteristics and conditions most likely to promote candidate and employee success. Harrison's 30+ years of research and science provide Job Success Formulas (JSFs) that are key to winning the talent war. Assessments need to measure job-specific success factors and provide clarity about exactly how an employee or candidate can achieve long-term success and satisfaction, differentiate high performers from low performers, and identify behaviors that can derail.

Harrison provides more than 7000 proven and pre-configured Job Success Formulas to help organizations easily and accurately predict job success and satisfaction. Each formula can identify and measure the qualifications (eligibility) and behavioral requirements (suitability) needed to succeed in a job.

Performance Benchmarking: The Science of Job Success – Harrison can benchmark success for specific jobs in an organization. Using a sample of high, medium, and low performers, the Harrison performance benchmarking technology can determine the exact success, satisfaction, and derailment factors for specific jobs. This results in a custom Job Success Formula with high predictive ability for industry/job recruitment and development use.

Customization – The best assessments are those that are tailored to specific job requirements or behavioral competencies. That’s why Harrison provides the capability to customize a Job Success Formula. Organizations can select from a library of 700 jobs with 10 different options for experience and management levels, all based on extensive worldwide research. These formulas can then be customized according to unique and specific job requirements. For example, if a technical position required more than the usual interaction with customers, Harrison technology enables formula changes that measure additional interpersonal skills.

Recruitment Technology – Harrison technology reduces time to hire by 70% and quickly provides a shortlist of the best candidates by pre-screening and ranking a high volume of applicants according to how well they meet the ideal requirements of a job. Recruiters also receive a candidate-specific behavioral interviewing guide designed to assess the mutual needs of the candidate and organization. These results can be scored and entered back into the recruitment/ATS platform for continuous tracking over time. Detailed reports on job qualifications and behavioral job fit are available throughout the entire process and are updated with each step.

Three in-depth behavioral reports help organizations make the best hiring decisions: “*How to Attract Report*” enables recruiters to convince the top applicants to work for them. “*How to Manage, Develop, and Retain Report*” provides excellent onboarding and development data for the manager. “*Your Greatest Strengths Report*” provides a solid foundation for new employee career development and engagement, promotes a positive candidate experience and provides attractive employer branding opportunities.

Succession Planning Technology - The Harrison Talent Readiness System encourages robust employee engagement with internal career planning and succession planning and ensures the availability of qualified talent pools.

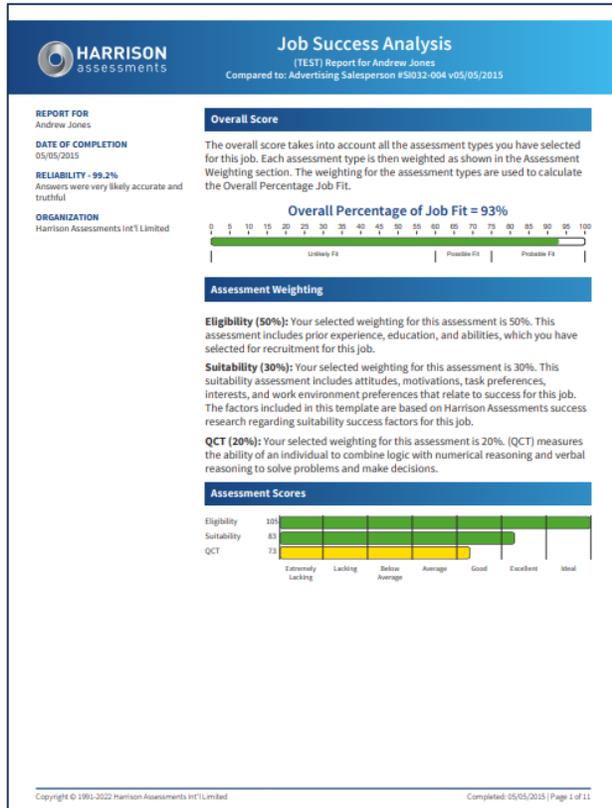
Access up-to-date talent pipelines that rank high potentials who are pre-assessed for succession planning according to their job suitability and behavioral competencies. Optionally request high potentials to complete a 5-minute eligibility questionnaire to measure qualifications and run Job Success Analysis Reports comparing individuals to the job requirements.

Testimonials

[Talent Management - Testimonial MasterCard - Video](#)

[Talent Management - Testimonial TEK Systems - Video](#)

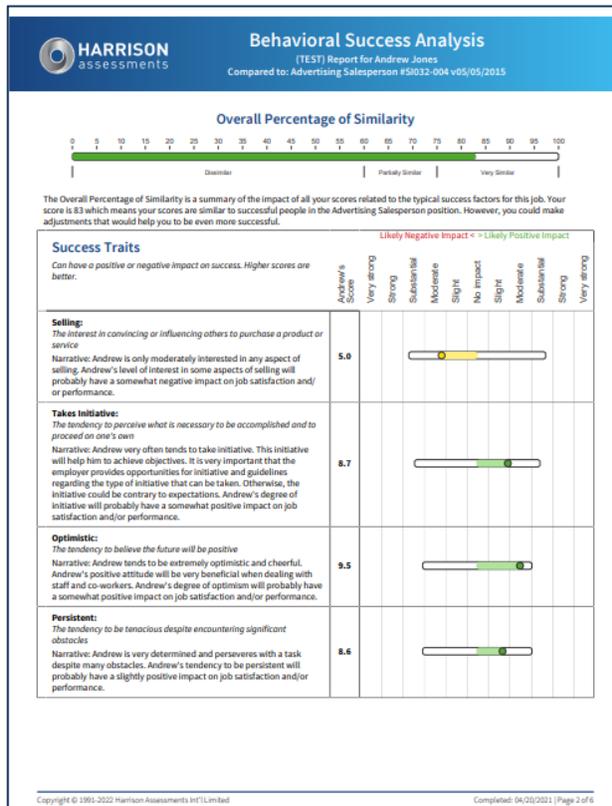
HARRISON REPORT OVERVIEW



Acquisition Job Success Analysis

Measures how well an individual meets all the requirements for a job. It includes an easy-to-read overall summary as well as a comprehensive and detailed analysis of results. The job requirements are fully customizable.

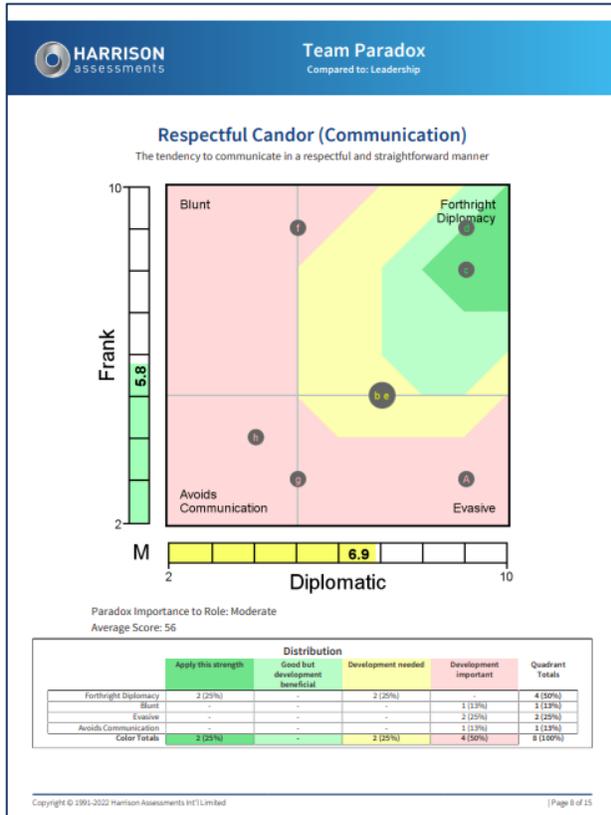
- Quickly identify the best candidates and avoid bad hires
- Predict performance, engagement, and retention
- Build rapport during interviews by acknowledging potential job strengths
- Pinpoint potential derailleurs for further discussion
- Reduce admin time by up to 70%



Development Behavioral Success Analysis

Measures how well an individual meets the behavioral success factors for a specific job. It identifies employee strengths while targeting specific developmental needs. It includes an easy-to-read graph and narrative. The behavioral criteria are fully customizable.

- Build rapport by acknowledging the employee's strengths
- Target development and personalize plans
- Make coaching more effective and efficient
- Discover where employees best fit in the organization
- Increase employee satisfaction and engagement

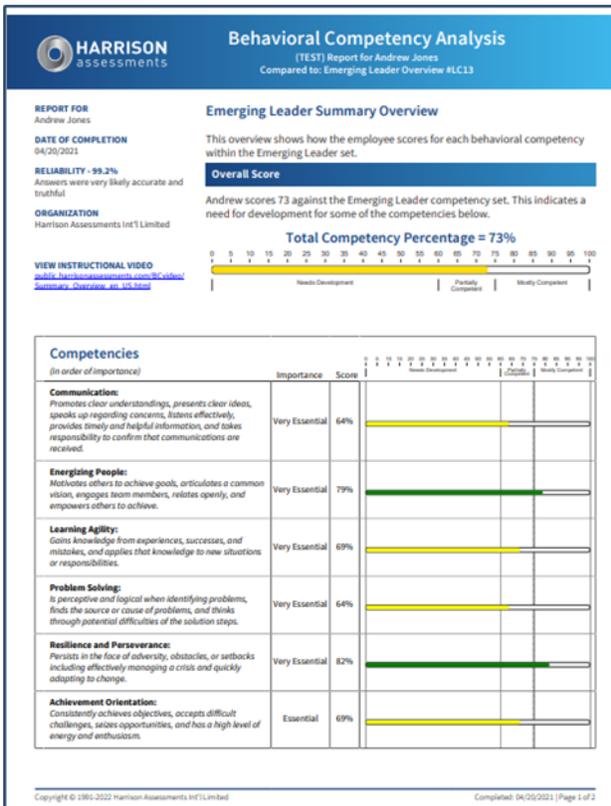


Team Development

Team Paradox

This advanced graphical report is designed for skilled team facilitators. It enables the facilitator to gain key insights necessary to effectively facilitate a team building session. It displays team member assessment results plotted against each of the twelve Harrison paradoxes.

- Provides deep insight into individual and team strengths, and how they can benefit the team
- Provides deep insight into individual and team potential derailleurs, and how they can be overcome
- Gives key insights into potential conflicts enabling them to be prevented or resolved
- Transforms criticalness into mutual appreciation
- Facilitates mutual understanding and appreciation of personality differences
- Stimulates brainstorming and innovation



High-Potentials and Succession Planning

Behavioral Competency Analysis

Explore how an individual scores against ten Leadership Competencies (emerging or senior leader). A comprehensive understanding of an individual's attitudes and behaviors that impact their level of individual competencies.

- Achievement Orientation
- Communication
- Energizing People
- Impact and Influence
- Innovation
- Leading People
- Learning Agility
- Problem Solving
- Resilience and Perseverance
- Strategic Thinking

(Customize and Map Your Own Organizational Behavioral Competencies)



Measure Engagement & Fulfillment *Engagement & Employment Expectations*

Assists managers to fully understand an employee's employment expectations. It helps individual employees to understand how to collaborate with management to fulfill mutual expectations.

- Motivate individual employees by demonstrating that their needs are important
- Provides managers with the insights necessary to have meaningful discussions with individual employees or candidates that result in greater engagement and retention of top talent
- Assists employees and employers to effectively collaborate to meet mutual expectations
- Enables managers to reduce costs by utilizing a broader spectrum of motivators rather than focusing solely on remuneration



Organizational Analytics *Interactive Dashboard*

Analyze your organization's Behavioral Competencies, Employee Engagement, and Paradoxical Abilities. Use interactive graphs and charts to:

- View overall scores for each employee for engagement, behavioral competencies, and paradoxical ability.
- Identify leadership strengths and gaps
- Target high potentials, individuals at risk, and developmental needs.

Analysis by Brandon Hall Group

Situational Analysis

Assessments provide a contextual understanding of a job candidate or employee's current state and future potential. They deliver insights for making critical talent decisions, especially around hiring, development priorities and high-potential identification and succession. However, Brandon Hall Group research shows that only about 20% have a formal strategy to leverage success by utilizing assessments from pre-hire to departure.

Challenges to the Business

Employers struggle to create a consistent, strategic approach to talent assessments for a variety of reasons. The common denominator is lack of knowledge about the practical business value of assessments; executive disinterest, competing priorities and lack of budget all inhibit widespread assessment use. Stakeholders also struggle to understand differences in providers and assessment types, the language used in reports, the methodologies and science involved and the extent to which results should be considered in making talent decisions.

Implications for the Business

Organizations that fail to leverage assessments in a consistent, strategic manner miss the opportunity to gain deeper insights into candidates' attributes and cultural fit as well as the interests and potential of current employees. No talent process is free of bias and subjectivity, but science-based assessments from reputable vendors are a critical tool for keeping talent processes as objective as possible.

Questions to be Answered by the Business

- What organizational challenges could a consistent and strategic approach to talent assessments help you address?
- Do stakeholders have enough information and understanding to make informed, strategic decisions that incorporate the high business value of assessments?
- Do we have a well-informed process for selecting assessment vendors?
- Do we have the right technology to effectively leverage assessments?

Harrison Assessments as the Answer

Among all the assessment providers that Brandon Hall Group profiles, Harrison Assessments stands out as extremely user-friendly and insightful – for the assessment taker and the employer. The mutual benefit is the dominant value proposition.

The simplicity of the Harrison system belies the strong and time-tested science behind it and effectively addresses the most frequent objections organizations have about assessments –

that they are complex, time-consuming, hard to read and even more difficult to interpret. The result is that assessments are an under-utilized tool, but one that employers need more than ever to make critical talent decisions in the complex and ever-changing employment landscape.

With Harrison, you take one assessment – the SmartQuestionnaire. I took it myself and completed it in 24 minutes. I completed a competing assessment in 90 minutes that required math and vocabulary testing. While both assessments produced results that I believe are accurate, Harrison’s was clear and interesting while the other test was confusing and stressful.

Dozens of interviews with organizations on assessments over the past two years show that the assessment experience is critical to getting stakeholder buy-in and adoption. Assessments must be designed to provide a good experience and yield results that are well-explained and easy to read.

Harrison’s solution checks both boxes. It measures 175 traits that can be applied for candidate selection, job fit, development and career and succession planning. Each question presents several short statements, all of which start with “I enjoy.” You click on each statement and rank them in order of how well they describe your preferences.

Two research-backed theories underpin the Harrison framework:

Enjoyment Performance Theory:

The more you enjoy doing something, the more you will repeat it, improve at it and receive satisfaction, which reinforces and increases the enjoyment. Conversely, when you don’t enjoy doing something, you’re likely to procrastinate or avoid the task, leading to non-improvement and dissatisfaction, further reinforcing a downward cycle. If 75% of your day is spent doing things you enjoy, you are three times as likely to be satisfied, highly engaged and successful.

Paradox Theory:

This analyzes traits that may appear to be opposite or contradictory but are actually synergistic. Take the traits of frankness and diplomacy. Strong frankness without strong diplomacy becomes bluntness; strong diplomacy without strong frankness becomes evasiveness. Neither pattern leads to effective communication, but if someone can be frank and diplomatic, depending on the situation, the two traits together eliminate the potential weakness of each.

In today’s business environment, gaining that type of insight is critical for making hiring decisions, assessing potential for specific jobs and roles and building a development plan. If you are looking for an assessment that can meet a wide variety of business needs, take a good look at Harrison. It is competitively priced and works for organizations of any size, from 25 employees to tens of thousands.

- Claude Werder, Senior VP and Principal HCM Analyst, Brandon Hall Group

- Michael Rochelle, Chief Strategy Officer and Principal HCM Analyst, Brandon Hall Group

About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations and provides strategic insights for executives and practitioners responsible for growth and business results.



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years' experience in evaluating and selecting the best solution providers for leading organizations around