



and



**A White Paper on Accurately
Predicting Job Success and
Suitability**

Identifying and Assessing Mission Critical Core Competencies

Mission Critical Performance requires a combination of two distinctly different types of core competencies: technical and behavioral. We call them **Eligibility and Suitability**

Eligibility determines if a person “can” do the job. Generally eligibility consists of:

- Specific Skills
- Previous work experience
- Training
- Education.

Technical competencies are far more easily measured than behavioral ones. They are more quantifiable and can generally be observed, tested and verified.

Suitability determines if a person “will” do the job. Each job must be analysed to determine what requirements are needed in order for a person to be successful. Then each person must be assessed to determine if they possess the competencies required to succeed. Generally, suitability consists of the following behavioral competencies.

- Leadership and Decision-making skills
- Interpersonal Skills
- Motivation and Initiative
- Attitudinal requirements
- Personal Honesty, Values and Ethics
- Task preferences and Personal Interests, Work Environment Preferences
- Personality Balance
- Culture and Organisational Compatibility

Behavioral competencies are far more difficult to assess without some form of assessment. To accurately predict suitability for a position requires a deep understanding of the human psyche and the specific traits (behavior) required for the position to achieve top-level performance.

Under the most scientific set of conditions, this is not easy task. Week-long assessment centers have been constructed to answer these questions. Complete batteries of tests and days of interviews (even team interviewing) are conducted to get to these difficult to quantify behaviors. However, the result of most of these methods has proven to be limited. **At the very least you must be able to accurately determine:**

- What kind of choices a person will make in a variety of situations?
- How they view the world?
- What they enjoy and avoid?
- What will they accomplish or put off?
- What motivates them?
- How and why they make decisions?
- How will they communicate, influence & lead?
- How well they can handle autonomy, freedom and responsibility?
- Will they take personal initiative?
- Will they persist when faced with obstacles?
- How innovative will they be when confronted with difficult challenges?
- Will they take feedback?
- Will they become autocratic, dogmatic, dictatorial or controlling?
- Will they resist change and/or be rigid?
- Will they be blunt or harsh in their communications?
- Are they easily influenced, blindly optimistic, impulsive and illogical?
- Will they avoid difficult decisions?
- Will they organise and handle details?
- Are they scattered or chaotic in their approach to projects or planning?
- Will they seek to learn, grow and excel?
- Are they self-serving or self-critical?
- What kind of recognition do they need?
- As a leader will they provide direction?
- Can they enforce policy and standards?
- How do they handle conflicts?
- Will they exceed their objectives?
- Will they earn what they are paid?

Assess the Job

Assessing the Competencies Required for Success

Determining the requirements of a specific position is as important as assessing the person. You must accurately assess the job in order to have any degree of real success in identifying and determining if a person will be a top, medium or low performer.

The required traits for a job must be analysed as carefully as those for the person. There are [absolutely essential traits](#) required for specific jobs, as well as specific traits that must be [avoided at all costs](#). Determining these essential, desirable and "traits to avoid" is critical to achieving job suitability.

There are about 130 traits to select from within the [Harrison Assessments](#) software system to determine the behavioral requirements for a position. The HA system employees this wide array of traits in order to be able to pinpoint only those traits that actually correlate to success for any given position. They can vary greatly in management jobs, while others are more applicable for sales, customer service, administration, clerical, production and semi-skilled jobs, etc. Below is an example of how you go about determining whether a trait is "essential," "desirable" or one to be "avoided at all costs" for a specific position.

Analyses Pitfalls (a typical behavioral trait)

Analyses pitfalls indicates the degree a person tends to scrutinise potential difficulties related to a plan or strategy. A high score indicates the person tends to scrutinise potential difficulties and a low score indicates the person does not. Analyses pitfalls should only be used in a template for management positions or positions that require strategic decision-making or thinking.

Assuming an 8 hour day, how many hours each day does the job require strategic decisions?

5 __ 2 __
4 __ 1 __
3 __ 0 __

How important is it to be able to identify the the potential pitfalls of a plan or strategy?

8 __ Extremely Essential 3 __ Moderately Important
7 __ Very Essential 2 __ Somewhat Important
6 __ Essential 1 __ A Little Important
5 __ Very Important 0 __ Not Important

Continuous Validation is Possible Using a Performance Measurement System

A [performance measurement system](#) should be used to rank [high](#), [medium](#) and [low](#) performers within a position. Once you know who has succeeded or failed in a position (and why), you can match their traits to the identified requirements for the position. [This validation process increases the accuracy of the job assessment and indicates which traits should be "weighted" most heavily.](#)

Lack of suitability can contribute to every negative employee condition imaginable, even in the best of work environments. It results in turnover, customer dissatisfaction and loss of business opportunities. The impact of a high or low suitable manager is amplified. Clearly, suitability is the foundation for success in most every work-related position.

When suitability is high, production, teamwork, communications and alignment generally reach the highest levels of satisfaction. Suitability is a powerful force. It contributes heavily to the accomplishment of organisational goals and strategies. It is at the very core of organisational excellence.

[Excellence begins with having the right person in the right job. Everything else flows from there.](#)

How and Why Harrison Assessments Works

Harrison Assessments can accurately predict performance because it is based on the underlying structure that determines an individual's behavior. Just as the shape of the land determines the flow of water, structure determines behavior. The underlying structure that determines how an individual is going to perform in a work environment (with a high degree of predictability) is based on a combination of two theories,

- 1 The Enjoyment- Performance theory and
2. The Paradox theory.

The Enjoyment- Performance Theory

First, let's examine the **Enjoyment- Performance Theory**. Simply put, it states that an individual will perform more effectively in a job when they:

1. enjoy the majority of the required tasks and activities,
2. have a personal interest in the work and
3. are in a work environment that matches their personal preferences.

When these conditions exist, a person will tend to: 1. do it more often (and enthusiastically), 2. become better at it (even study it), 3. generally receive positive feedback and 4. do it more often. This cycle positively effects productivity, retention and levels of achievement.



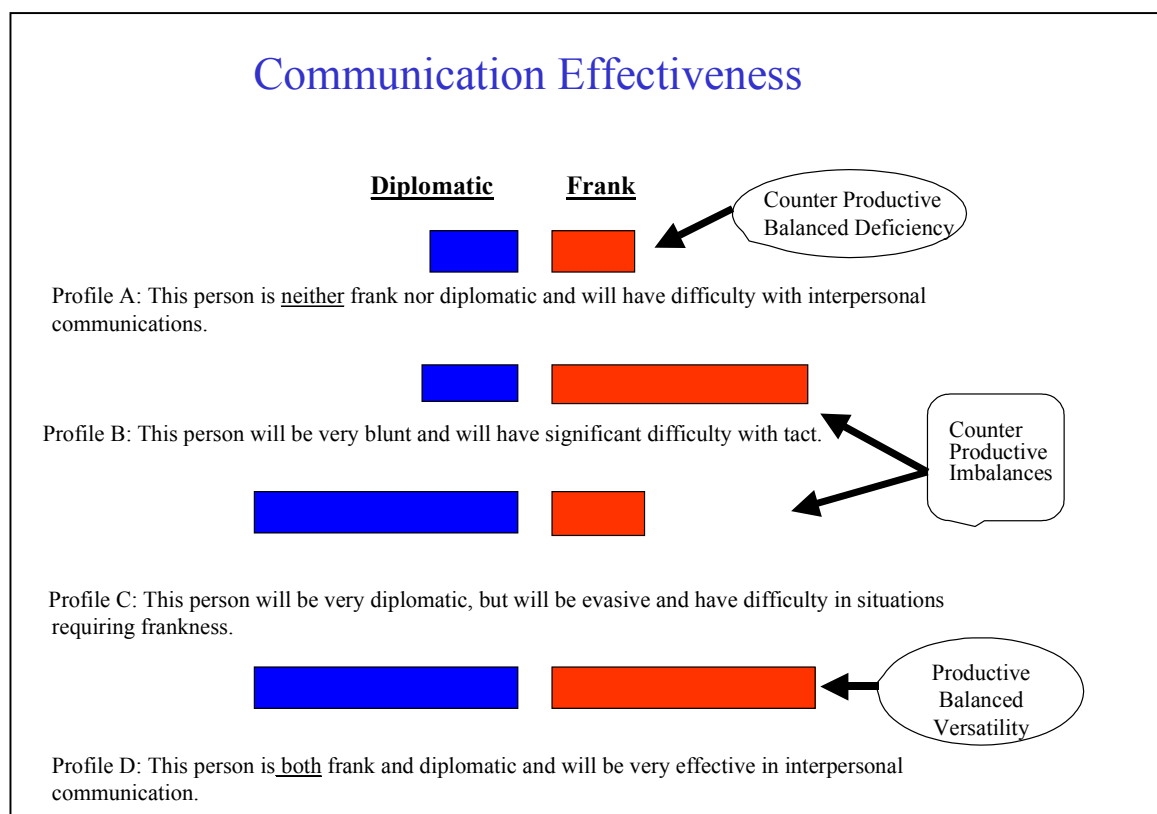
Conversely, when a person dislikes required activities they 1. avoid or put it off, 2. don't improve, 3. receive negative feedback and 4. performance and lack of enjoyment become linked together in a vicious cycle.



Paradox Theory

According to the Paradox Theory, our lives involve dealing with a series of paradoxes. Each paradox is a relationship between two categories of traits: “Gentle” and “Dynamic.” If our range of behavior is able to extend to both the Gentle and Dynamic aspects of the paradox, we will have an exceptional capability and means of fulfillment related to that aspect of our lives. This is called balanced versatility. If our range of behavior extends only to the Dynamic aspect of a paradox, it is called “aggressive imbalance.” If our range of behavior extends only to the Gentle aspect of a paradox, it is called “passive imbalance.” In either case, our behavior will have some counter-productive tendencies and we will experience lesser fulfillment. If our range of behavior extends to neither aspect of a paradox, it is called “balanced deficiency.” In that case, we will also have some counter-productive tendencies and/or lack of fulfillment.

We have identified 14 paradoxical choices that can be applied to specific traits and personal/organisational effectiveness. For example *Frank and Diplomatic* are a pair of traits that determine communication effectiveness. A person who is both frank and diplomatic is an effective communicator. Conversely, a person can be counter-productive in their communications when they are strong in one trait and lacking in the other—or deficient in both. (See below.)



How does Harrison Assessments Differentiate Itself?

Harrison Assessments differs from general personality tests because it is strictly focused on work performance factors. It was developed from the ground up to predict job success. Therefore it focuses on mission-critical abilities and core competencies such as communications, decision making, creativity, interpersonal skills, leadership, team effectiveness, support, motivation, self worth, organisational skills and how one deals with power, authority and autonomy.

The Structure and Design of the Instrument: The Fundamental Basis for HA's ability to reveal deeply rooted insights into behavior starts with the structure of the questionnaire and the theory upon which each question is based. First, HA differs in how the data is gathered. Most personality and individual assessment tests use questionnaires that are easy to “see through” and often are not job related. Many of their questions tend to invade personal privacy. In addition, some are based on **Bi-polar scales that force an either/or** type of response. These are based on the belief that a person is one way or another. HA is designed to discover balances and imbalances instead of the ‘**typecasting**’ effect that comes from Bi-polar scales.

For instance, in Bi-polar tests you have to be *either diplomatic or frank* in your communications style. HA has proven this to be an erroneous assumption. Our research has proven that the degree to which a person is both diplomatic and frank determines effective communications. In just about all of the paradoxes this has proven to be the case.

The HA methodology does not force these assumptions. The HA questionnaire is constructed in such a way that it reveals the degree to which you are able to extend versatility into both areas of frankness and diplomacy...at the same time. . HA has discovered that it is the combination of traits that reveals how effective a communicator, decision-maker, leader, etc., a person is.

Number of Traits Required to Predict Performance: Most personality tests measure only 10-20 traits. They are ‘**descriptive in nature,**’ tending to **typecast the recipient,** and are not built or designed to predict job success. HA measures 130 traits. It isolates those traits required for specific jobs, tasks or activities. It is ‘**predictive in nature**’. The 130 traits are cross-referenced in order to identify a person’s strongest competencies, as well as reveal any rigid imbalances that may hinder performance.

When you compare and contrast the HA questions carefully against all other tests you will appreciate the differences in how HA reveals predictive job performance behaviors.

The Theory Behind Harrison Assessments: The single greatest factor that differentiates HA is that it is based on **the Enjoyment/Performance and Paradox Theory.** This comprehensive view of the underlying structure that ‘causes’ human performance provides a way for an individual to consciously improve their performance.

Predictive Accuracy, Validity and Values

Predictive Accuracy: HA integrates six key suitability assessments into one result. This breakthrough technology achieves a much greater ability to predict job success than other available assessment instruments. When properly administered, on-going research consistently reveals 85% accuracy in predicting the performance of individuals. When combined with eligibility testing and behavioral interviews the reliability is above 90%.

Harrison Assessments integrates six tests in order to attain this level of prediction:

1. Values Inventory
2. Interest Inventory
3. Task Preferences Inventory
4. Personal Honesty Assessment
5. Work Environment Preferences
6. Personality/Motivation Assessment

Validity: HA performs over 200,000 calculations and cross-references each choice a person makes. It ultimately measures up to 130 traits and matches them against the behavioral requirements of specific positions. Over 15 validation studies have been conducted within companies, and a major university has been engaged to conduct a comprehensive validation study.

Lie Detection: HA includes the most sophisticated lie detection methodology available. It has four levels of security against a person trying to fool the assessment. Computer cross-referencing reveals even the slightest attempt to deceive the assessment. The way the questionnaire is designed makes it virtually impossible to see through.

Focus on Bottom line Results: HA was designed specifically for job selection and has 36 comprehensive generic job templates created out of 10+ years of worldwide research. These come embedded into software ready for immediate use. This factor results in its breakthrough job suitability **predictive accuracy**. The validation studies are based on high, medium and low performers who are currently in the job being analysed. HA does not base its validation on a sample group of college students or previously 'validated' personality tests. HA is a decision-making tool. It is used to predict job success and develop teams, leadership, communications and decision-making effectiveness.

Client Objectives: The HA is used by companies to improve Selection, Promotion, Retention, Production, Innovation, Motivation and Employee Satisfaction. HA increases the effectiveness of performance measures and is used to implement balanced scorecards.

The Comprehensive, Complete, Consistent reports: HA reveals deeply rooted insights into a person's effectiveness or performance difficulties in a variety of situations. HA reveals a person's true preferences and behavioral competencies. It pinpoints the development needed to achieve personal satisfaction and meaningful job performance.

Harrison Assessments Applications

