



HARRISON INNERVIEW

THE PRODUCT

Product Description

The Harrison InnerView Suitability Profiling System is a revolutionary advance in job selection and employee development technology. It can be used for staff selection, team development, staff development, training needs assessment, conflict resolution, career counseling and other similar human resource development functions.

The Questionnaire

The product uses a questionnaire that has sixteen groups of eight items (descriptive phrases) in each group and a seventeenth group of eleven items. The person answering the questionnaire ranks the items in the first sixteen groups in order, according to which describes him/her the most. The person rates the items in the seventeenth group. Most of the items are repeated in different groups that allow the scores to be analyzed for consistency and yields greater scoring accuracy. .

The Reports

Individual Reports

1. **SUMMARY AND KEYWORDS** - The **KEYWORD DESCRIPTIONS** provide key single words that describe the individual. The keywords are divided into three columns: Strongest Characteristics, Strong Characteristics and Fairly Strong Characteristics. The Strong Characteristics are traits that the person scores a 10 out of 10 (the highest score) or a 2 out of 10 (the lowest score). Strong Characteristics are traits in which the person scores a 9 out of 10 or a 3 out of 10, indicating these are still strong traits, but not as strong as the first category. Fairly Strong Characteristics are traits in which the person scores an 8 out of 10 or a 4 out of 10, indicating the trait is important, but not as important as the first two categories. The **SUMMARY DESCRIPTIONS** provides a narrative paragraph that describes the person further.
2. **MAIN REPORT** - The Main Report gives a detailed explanation of results of each trait as well as combinations of traits. The descriptions are ordered according to the titles of the nine quadrants found in the Main Graph. The Main Report is the interpretation of the Main Graph.
3. **HOW TO MANAGE** - This provides managers with suggestions relating to how an individual can best be managed to obtain his/her best performance. A careful study of this

report enables the manager to work more effectively with an employee by understanding his/her motivations, needs, and preferences. The text in the How to Manage report is also placed in the nine categories relating to the titles of the Main Graph quadrants.

4. **TRAINING RECOMMENDATIONS** - This offers suggestions relating to personal growth specific for each individual. It is focused on the individual, and not the job. For specific job-related training recommendations, see the Job/Person Graph.
5. **MAIN GRAPH AND PREFERENCE GRAPH** - These reports show the individual scores on the main traits using graphical representations. Two days' training are required to effectively interpret the Main Graph and the Trait Hierarchy below. On the Main Graph, the higher the number, the stronger the score on that trait. The traits are arranged in pairs of opposites. (See Profile Interpretation for further information.) The Main Graph and Trait Hierarchy enable the user to gain a significantly deeper insight into the person than using only the narrative reports.
6. **TRAIT HIERARCHY** - This report allows you to see the exact score for each trait in columns ranked from the highest score to the lowest. Training to interpret this report is included in the 2-day interpretation course.
7. **JOB SUITABILITY GRAPH** - This graphically compares how the individual matches the traits required for a particular position. The total suitability score at the bottom indicates the likelihood of success for a particular position as indicated by the dot along that bar. The "Probable" area (a score of 75% suitable or greater) indicates a likely fit for the position, assuming minimum eligibility qualifications. The "Possible" area (a score between 60% and 74%) indicates a possibility of success if the person has very good eligibility qualifications. The "Probably not suitable area" (a score of 59% or less) indicates the person is unlikely to succeed in this position even if they are highly eligible.

The traits are listed in order of importance. The dots along the graph lines indicate the person's score against each trait required for that job. The traits are organized into three categories: Essential Traits required, Important Traits required, and Traits to Avoid.

For the "**Essential Traits**," the dot can fall into one of 4 areas along the bar, depending upon how well the individual meets that requirement. Those areas are Ideal, Acceptable, A little lacking, and severely lacking. In the case of Essential Traits, the higher person's score on that trait, the more points are given for the template.

For the "**Important Traits**," the dot can fall into one of 3 areas along the bar depending upon how well the individual meets that requirement. Those areas are Sufficient, A little lacking, and severely lacking. In the case of Traits required to a lesser degree, we are searching to see if the person is lacking in that trait and subtracting points if that is the case.

For the "**Traits to Avoid**," the dot can fall into one of 3 areas along the bar depending upon if the person has the negative trait or to what degree its has it. Those areas are Does not have this trait, has a little of this trait, and has a great deal of this trait. In the case of Traits to Avoid, we are searching to see if the person has the negative trait and subtracting points if that is the case.

8. CAREER OPTIONS REPORT - the individual's answers are analyzed according to the types of characteristics necessary for various careers and each career is given a numerical score from 0 to 100% according to the degree of suitability for each career. The careers are placed in one of three columns: positions which require only short term training or apprenticeship, positions which require two years training or University and positions which require three years or more University training or other extensive training.
9. SCREENING A GROUP AGAINST A TEMPLATE REPORT - represents applicants' scores related to specific desired and undesired characteristics in columns indicating the degree of those characteristics for each candidate. It also indicates the importance given to each characteristic by the company and calculates each applicant's score on a percentage basis from 0 to 99%. The applicants are then listed in order according to those who most fulfill the criterion. The company can develop a clear and accurate description of an ideal candidate for a particular position. The template, which is completely adjustable, also assesses potential candidates for any position to determine their general suitability. In addition, the product can be used for research to determine the characteristics of the current employees who are excellent performers. The suitability profile is intended to be used as an adjunct to examining a candidates work experience and other qualifications.

Methods of Analysis

Each personality component is measured separately (not on a bipolar scale) and is positioned and analyzed in relationship to its complementary opposite. This system of analysis is called Complementary Traits Analysis. It provides detailed information related to various characteristics that may be either productive or counter-productive based on the following principle. If the individual has strong characteristics (high scores) on both items of a pair of complement it will be a particularly strong ability with regard to that dimension. If the individual has weak characteristics (low scores) on both items of a pair of complement, it will be a significant weakness with regard to that dimension. If on item is significantly stronger than its complementary items of a pair, the strength of that characteristic will become a weakness. For example a person who scores high on Frank scale and low on the Diplomacy scale will be particularly blunt.